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# The New Face of Government

A Guide to the New Federal Government Structure – Second Edition

**1994**



Canada	Groupe
Communication	Communication
Group	Canada
Publishing	Édition

**Canada**



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# The New Face of Government

## A Guide to the New Federal Government Structure

SECOND EDITION

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## INTRODUCTION

When the first edition of The New Face of Government was published last year, it provided a quick snapshot of some major changes in federal departments. With this 2nd edition, we've expanded the coverage to all federal departments and added extensive contact information for senior managers throughout the federal public service.

Individuals throughout the federal government — in inquiries centres, corporate services, public affairs, libraries — canvassed managers and assembled the dozens of lists and references needed to bring *New Face* together. Many more individuals helped with the painstaking process of verifying phone and fax numbers, titles and recent personnel changes.

The New Face of Government, 2nd Edition, provides an omnibus overview of the main estimates for all federal departments; a who's who of senior officials as well as telephone and fax numbers for most senior managers. We've also included organization charts and a variety of other useful, and even previously unpublished, information to help make government more accessible.

We hope you'll find this authoritative publication a valuable reference tool.



## ACKNOWLEDGEMENTS

A special note of appreciation is due to the following individuals who coordinated collection and verification of information and materials for *The New Face of Government, 2nd Edition*:

Agriculture and Agri-Food Canada  
Canadian Heritage  
Citizenship and Immigration  
Environment Canada  
Federal Communications Council  
Finance Canada  
Fisheries and Oceans  
Foreign Affairs and International Trade  
Health Canada  
House of Commons  
Human Resources Development  
Indian Affairs and Northern Development  
Industry Canada  
Intergovernmental Affairs  
Justice Canada  
National Defence  
Natural Resources  
Privy Council  
Public Works and Government Services  
Revenue Canada Customs, Excise and Taxation  
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## AGRICULTURE AND AGRI-FOOD CANADA

### ROLE AND RESPONSIBILITIES

The organization of the Department was streamlined during 1993-94 in order to make the Department more accessible to farmers and the agri-food industry, to reflect the reduction in the number of Ministers from three to one and to consolidate those units engaged in policy development, farm support measures, marketing activities and international functions. The major changes include:

- reducing the number of permanent Assistant Deputy Ministers from seven to five;
- merging the offices of the Deputy Minister and Associate Deputy Minister;
- creation of a new Market and Industry Services Branch to consolidate marketing, international trade and agri-food development functions; and
- creation of a new Policy Branch to consolidate policy development and facilitate the implementation of farm support, transportation and adaptation functions.

### FINANCIAL REQUIREMENTS BY ACTIVITY

(thousands of dollars)

	1994-95 Estimates	1993-94 Forecast
Agricultural Research and Development	269,497	262,842
Inspection and Regulation	275,159	280,799
Farm Income and Adaptation	1,173,971	1,278,044
Policy	39,059	40,769
Market and Industry Services	118,122	137,364
Rural Prairie Rehabilitation, Sustainability and Development	83,453	109,136
Corporate Management and Services	60,840	62,563
Canadian Grain Commission	50,421	52,589
Total	2,070,522	2,224,106

### DEPARTMENTAL MANAGEMENT

**Raymond J. Prott, Deputy Minister**  
 Sir John Carling Building, Room 909  
 930 Carling Avenue  
 Ottawa ON K1A 0C5  
 T: (613) 995-8091 F: (613) 995-2210

Mr. Prott was appointed Deputy Minister effective May 31, 1994. From October 1991 to his current appointment he was Director of the Canadian Security Intelligence Service. Prior to that, he was Deputy Minister of Labour and previously, Deputy Secretary to the Cabinet (Operations).

**Harold Bjarnason**  
**Associate Deputy Minister**  
 Sir John Carling Building, Room 10115  
 930 Carling Avenue, Ottawa ON K1A 0C5  
 T: (613) 995-7129 F: (613) 995-7389

Mr. Bjarnason was appointed Associate Deputy Minister of Agriculture and Agri-Food Canada in August 1993. Before his current appointment, Mr. Bjarnason was Associate DM (Grains and Oilseeds) at Agriculture Canada and Executive Director, Planning with the Canadian Wheat Board.

**Michelle Comeau, Assistant Deputy Minister  
Market and Industry Services Branch**  
Sir John Carling Building, Room 509  
930 Carling Avenue, Ottawa ON K1A 0C5  
T: (613) 995-9554 F: (613) 992-1559

Mrs. Comeau was appointed Assistant Deputy Minister of the Market and Industry Services Branch in September 1993. She has held several positions in the Department including Regional Personnel Advisor (Quebec), Departmental Secretary and Assistant to the Deputy Minister.

**Frank Claydon  
Assistant Deputy Minister, Policy**  
Sir John Carling Building, Room 3116  
930 Carling Avenue, Ottawa ON K1A 0C5  
T: (613) 995-5880 F: (613) 992-5062

Mr. Claydon remains as Assistant Deputy Minister, Policy, a position he has held since 1986. He has also worked extensively in the Treasury Board Secretariat in numerous capacities.

**Gordon Dittberner, Assistant Deputy Minister  
Corporate Services**  
Sir John Carling Building, Room 8114  
930 Carling Avenue, Ottawa ON K1A 0C5  
T: (613) 995-5118 F: (613) 943-8115

Dr. Dittberner has held various positions in Agriculture Canada, including Inspector General, Food Production and Inspection Branch and Director General, Veterinary Inspection, Food Production and Inspection Branch.

**Brian Morrissey  
Assistant Deputy Minister, Research**  
Sir John Carling Building, Room 7119  
930 Carling Avenue, Ottawa ON K1A 0C5  
T: (613) 995-7084 F: (613) 943-2728

Dr. Morrissey has been Assistant Deputy Minister of the Research Branch since January 1992. Previous appointments include ADM for Science at the Department of Fisheries and Oceans and ADM of Agriculture's Food Production and Inspection Branch.

**Art Olson, Assistant Deputy Minister  
Food Production and Inspection**  
59 Camelot Dr., Nepean, ON K1A 0Y9  
T: (613) 952-8000 F: (613) 951-1131

Dr. Olson has been Assistant Deputy Minister of the Food Production and Inspection Branch since 1991. He has held a number of other positions in Agriculture Canada, including ADM, Research and ADM, Research and Operations Sector.

**Dennis Stephens, Special Advisor  
Rural Renewal Secretariat**  
P.O. Box 220  
200 Graham Avenue, 4th Floor  
Winnipeg MB R3C 4N1  
T: (204) 984-6510 F: (204) 984-6500

Mr. Stephens takes on the challenge of defining and providing leadership to the rural mandate as Special Advisor to the Rural Renewal Secretariat. He was formerly ADM of the National Grains Bureau in Winnipeg from 1989 to 1993.

**Louis Tousignant, Special Advisor  
National Marketing Systems**  
Sir John Carling Building, Room 969  
930 Carling Avenue, Ottawa ON K1A 0C5  
T: (613) 995-8581 F: (613) 941-5796

Mr. Tousignant was appointed Special Advisor - National Marketing Systems and Secretary to the Task Force on Supply Management for Agriculture and Agri-Food Canada in January 1994.

#### **DIRECTORS GENERAL AND EQUIVALENTS**

**B. Mitchell, Director General  
Audit and Evaluation Branch**  
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Canadian Pari-Mutuel Agency  
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D. Hendrick, Director General  
Management Strategies and Priorities  
T: (613) 952-8000 F: (613) 943-8027

Dr. N. Willis, Director General  
Animal and Plant Health Directorate  
T: (613) 952-8000 F: (613) 952-0677

Dr. M. Baker, Associate Director General  
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T: (613) 952-8000 F: (613) 952-0677

Dr. A. MacKenzie, Director General  
Food Inspection Directorate  
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W. Ormrod, Director General  
Plant Industry Directorate  
T: (613) 952-8000 F: (613) 992-1863

Dr. A Gravel, Director General  
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L. Hillier, Director General  
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Dr. G. Roy, Director General  
Québec Region  
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P. Amundson, Director General  
Mid-West Region  
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A. Oliver, Director General  
British Columbia Region  
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### **Market and Industry Services Branch**

S. McKay, Director General  
National Marketing Programs  
T: (613) 957-7078 F: (613) 996-2430

Dr. G. Lavoie, Director General  
Agriculture and Industry Services Directorate  
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S. Humber, Director General  
Food Bureau  
T: (613) 995-9554 F: (613) 954-0112

M. Gifford, Director General  
International Trade Policy Directorate  
T: (613) 995-9554 F: (613) 996-7621

C. W. Ross, Director General  
International Markets Bureau  
T: (613) 995-9554 F: (613) 995-0949

### **Policy Branch**

T. Richardson, Director General  
Farm Income Policy and Programs  
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Dr. D. Hedley, Director General  
Industry and Policy Analysis Division  
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A. Lazar, Director General  
Policy Coordination and Strategic Directions  
T: (613) 995-5880 F: (613) 996-8586

H. Migie, Director General  
Adaptation and Grain Policy Directorate  
T: (204) 983-8370 F: (204) 983-5300

### **Prairie Farm Rehabilitation Administration**

Dr. H.M. Hill, Director General  
T: (306) 780-5081 F: (306) 780-5018

**Research Branch**

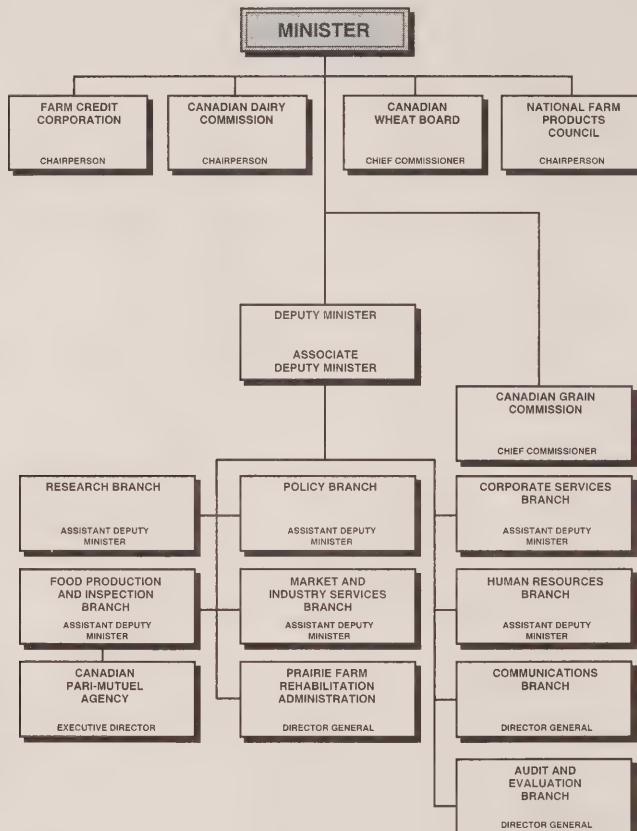
J. Milne, Director General  
Strategies and Planning Directorate  
T: (613) 995-7084 F: (613) 943-0440

Dr. M. Weaver, Director General  
Research Coordination Directorate  
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Dr. J.C. St-Pierre, Director General  
Central Experimental Farm  
T: (613) 995-7084 F: (613) 947-0334

Dr. Yvon Martel, Director General  
Eastern Region  
T: (613) 995-7084 F: (613) 993-1824

Dr. D.G. Dorrell, Director General  
Western Region  
T: (613) 995-7084 F: (613) 947-0155



**Agriculture and Agri-Food**

## CANADIAN HERITAGE

### ROLE AND RESPONSIBILITIES

On June 25, 1993, the government announced a major restructuring in which it was decided to group federal programs aimed at affirming Canadian identity into a new Canadian heritage portfolio. On November 4, 1993, the Department's responsibilities have been established on the appointment of the new Cabinet ministers. They encompass official languages, arts and heritage, broadcasting, national parks and national historic sites, multiculturalism, voluntary action, human rights, State Ceremonial, Native citizens, Canadian studies, youth participation and amateur sport programs. The duties of the Department of Canadian Heritage include:

- managing programs relating to Canada's National Parks, National Marine Parks, National Historic Sites, Historic Canals, Heritage Railways Stations, Heritage Rivers and federal Heritage Buildings;
- developing Canadian cultural affairs and broadcasting policy, and assisting cultural industries and performing arts, visual arts and heritage organizations;
- providing designated services, assuming responsibility for federal action, and promoting and co-ordinating federal activities with respect to multiculturalism, as well as promoting multiculturalism vis-à-vis the major institutions serving Canadians;
- promoting Canadian identity and providing assistance to community development and official languages;
- promoting sports activities, increasing access to amateur sport for all segments of Canadian society, as well as supporting international-calibre athletes;
- serving as the central point of reference for human rights in Canada.

### PORTRFOIL PLANNED AND ACTUAL TOTAL RESOURCES (millions of dollars)

	1994-95 Estimates	1993-94 Forecast
Department of Canadian Heritage	1,173	1,136
Canada Council	106	107
Canadian Broadcasting Corporation	1,487	1,460
Canada Film Development Corporation (Telefilm Canada)	137	138
Canadian Museum of Civilization	45	45
Canadian Museum of Nature	21	21
Canadian Radio-Television and Telecommunications Commission	33	35
National Archives of Canada	59	60
National Arts Centre	38	37
National Battlefields Commission	5	5
National Capital Commission	111	112
National Film Board	90	90
National Gallery of Canada	31	32
National Library of Canada	37	46
National Museum of Science and Technology	18	18
Total	3,391	3,342

## DEPARTMENTAL MANAGEMENT

### **Marc Rochon, Deputy Minister**

Les Terrasses de la Chaudière, Room 12-A-14  
25 Eddy Street, Hull QC K1A 0M5  
T: (819) 994-1132 F: (819) 997-0979

Mr. Rochon was appointed Deputy Minister of the Department of Canadian Heritage in June 1993. He previously held the positions of Deputy Minister of Communications Canada and Under-Secretary of State. He also served as Assistant Secretary to the Cabinet (Senior Personnel Management) at the Privy Council Office.

### **Paul Racine, Assistant Deputy Minister**

**Cultural Development and Heritage Programs**  
Journal Tower North  
300 Slater Street, Ottawa ON K1A 0C8  
T: (613) 993-4393 F: (613) 957-3557

Mr. Racine is Assistant Deputy Minister, Cultural Development and Heritage Programs. In his most recent position, he was Assistant Deputy Minister of Communications Policy at the Department of Communications.

### **Roger J. Collet, Assistant Deputy Minister**

**Citizenship and Canadian Identity**  
Jules Léger Building  
Les Terrasses de la Chaudière  
15 Eddy Street, Hull QC K1A 0M5  
T: (819) 994-2164 F: (819) 953-7067

Mr. Collet is Assistant Deputy Minister, Citizenship and Canadian Identity. In his most recent position, he was the Assistant Under-Secretary of State for Official Languages and Translation.

### **Thomas E. Lee** **Assistant Deputy Minister** **Parks Canada**

Place Vincent Massey, 21st Floor  
351 St-Joseph Blvd, Hull QC K1A 1G5  
T: (819) 997-1107 F: (819) 953-3642

Mr. Lee is Assistant Deputy Minister, Parks Canada. He was previously Assistant Deputy Minister, Forestry Operations, and subsequently, Forestry Policy in Forestry Canada.

### **Barbara Bloor, Assistant Deputy Minister** **Corporate Services**

Journal Tower North, 300 Slater Street  
Ottawa ON K1A 0C8  
T: (613) 994-3046 F: (613) 953-4796

Ms. Bloor is Assistant Deputy Minister, Corporate Services. In her most recent position, she was Assistant Deputy Minister of Corporate Management for the Department of Communications.

## DIRECTORS GENERAL AND EQUIVALENTS

### **Cultural Development and Heritage Programs**

Jean Guérette, Acting Director General  
Broadcasting  
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Adam Ostry, Director General  
Cultural Industries  
T: (613) 990-4874 F: (613) 952-9868

Bill Peters, Director General  
Heritage Branch  
T: (613) 991-1690 F: (613) 952-6894

Charles Grutchy, Director General  
Canadian Conservation Institute  
T: (613) 998-3721 F: (613) 998-4721

Lynn Elliot Sherwood, Director General  
Canadian Heritage Information Network  
T: (613) 992-3333 F: (613) 952-2318

Denise Perrier, Director General  
Arts and Policy Planning  
T: (613) 991-5726 F: (613) 952-3632

### **Citizenship and Canadian Identity Sector**

Anne Scotton, Director General  
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Lyette Doré, Director General  
Official Languages  
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Gaston Blais, Director General  
Amateur Sport  
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Susan Scotti, Director General  
Citizen's Participation and Multiculturalism  
T: (819) 994-2994 F: (819) 953-8720

Sean Berrigan, Director General  
Policy Coordination and Strategic Planning  
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#### Parks Canada Sector

Jane Roszell, Director General  
National Parks  
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Christina Cameron, Director General  
National Historical Parks and Sites  
T: (819) 994-1808 F: (819) 953-4909

Donna Petracchenko, Director General  
Program Management  
T: (819) 953-4228 F: (819) 953-5632

Paul J. Choquette, Director General  
Architectural and Engineering Services  
Parks Canada and Environment Canada  
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#### Corporate Services

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T: (819) 997-1923 F: (819) 953-2158

Jean Chartier, Director General  
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Elisabeth Châtillon, Director General  
Corporate and Intergovernmental Affairs  
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Mark Goldenberg, Director General  
Audit and Evaluation  
T: (819) 994-1018 F: (819) 953-2792

Peter Homulos, Director General  
Information Management  
T: (613) 993-0167 F: (613) 941-0977

André Nogue, Acting Director General  
Human Resources  
T: (819) 997-1873 F: (819) 953-0184

Denis Thompson, Director General  
Administrative Services  
T: (819) 997-3717 F: (819) 953-4330

#### Regional Executive Directors

Joe O'Brien  
Regional Executive Director  
Atlantic Region  
T: (902) 426-4912 F: (902) 426-1378

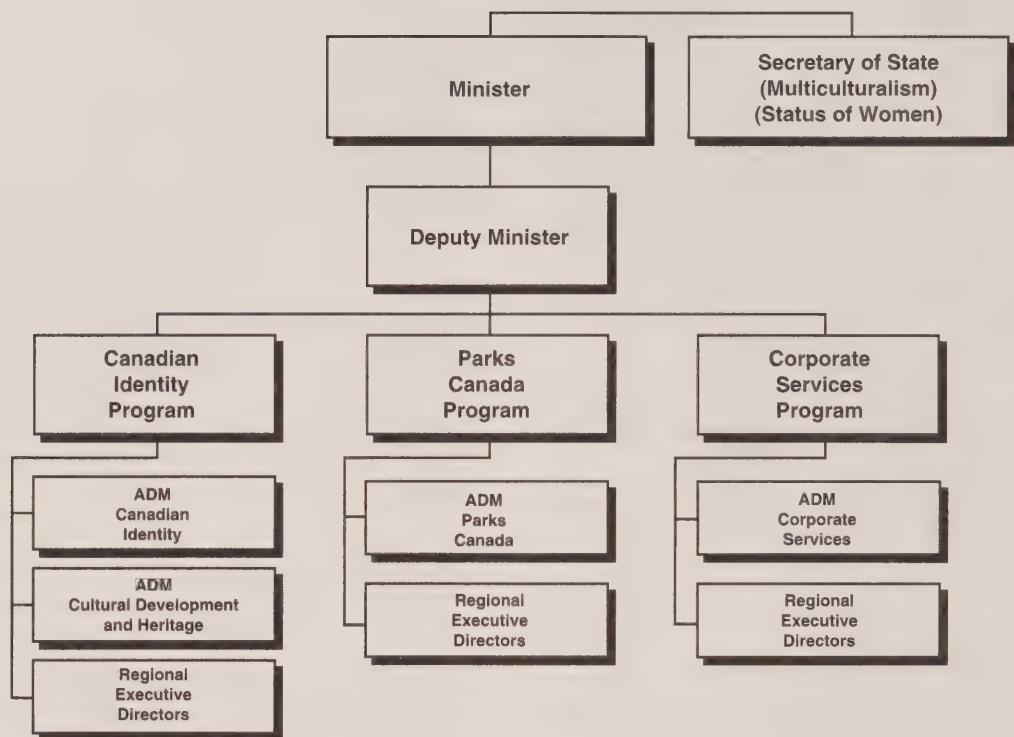
Laurent Tremblay  
Regional Executive Director  
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Irene Bader  
Regional Executive Director  
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Bill Balan  
Regional Executive Director  
Prairie and NWT Region  
T: (204) 983-2630 F: (204) 984-6996

Sandra Davis  
Regional Executive Director  
Alberta Region  
T: (403) 292-4444 F: (403) 292-8868

Orest Kruhlak  
Regional Executive Director  
Pacific and Yukon Region  
T: (604) 666-2060 F: (604) 666-3508



## Canadian Heritage

## CITIZENSHIP AND IMMIGRATION CANADA

### ROLE AND RESPONSIBILITIES

The Department of Citizenship and Immigration was created on November 4, 1993 as part of the government's restructuring announcement.

Citizenship and Immigration Canada comprises two programs, the Citizenship Registration and Promotion Program which was previously part of the Department of Multiculturalism and Citizenship, and the Immigration Program which was previously part of the Department of Employment and Immigration. The Department was created by an Order in Council pending the passage of legislation to establish the Department *in statute*.

Citizenship and Immigration Canada develops immigration policy, manages immigration levels and participates with other federal government departments in developing related policy. Through cooperation with other levels of government, governments of other states, and with non-governmental and inter-governmental organizations it assists newly arrived immigrants to adapt and settle in Canada. The Department facilitates and controls the admission to Canada of visitors, permanent residents and refugees, and assists with the settlement of permanent residents and refugees. It is also responsible for protecting against the entry of persons who may endanger the health and safety of Canadians or the security of Canada.

The Department is responsible for promoting the concept and values of Canadian citizenship. It works with all Canadians, and in particular ethnocultural and visible-minority community associations, to help them understand the value of citizenship and the responsibilities and rights that go along with it. It provides services to immigrants who want to become Canadian citizens and to Canadians requiring proof of citizenship; including operation of the citizenship courts.

### SPENDING PLAN BY PROGRAM

(thousands of dollars)

	1994-95 Estimates	1993-94 Forecast
Citizenship Registration and Promotion	36,919	36,843
Immigration	544,338	537,397
 Total	 581,257	 574,240

### DEPARTMENTAL MANAGEMENT

**Peter V. Harder, Deputy Minister**  
 Place du Portage, Phase I  
 23rd Floor, 50 Victoria Street  
 Hull QC K1A 1L1  
 T: (819) 997-2684 F: (819) 953-7700

Mr Harder is Deputy Minister of Citizenship and Immigration Canada. Previously, he was Deputy Solicitor General of Canada and, from 1991 to

1993, was Associate Deputy Minister of Employment and Immigration.

**D. Ian Glen, Associate Deputy Minister**  
 Place du Portage, Phase I  
 23rd Floor, 50 Victoria Street  
 Hull QC K1A 1L1  
 T: (819) 953-3219 F: (819) 953-1453

Mr. Glen was appointed Associate Deputy Minister, Citizenship and Immigration in November 1993. He previously served as Associate Deputy Minister at Employment and Immigration. He was formerly Assistant Deputy Minister with Solicitor General and Senior General Counsel for both Solicitor General Canada and Employment and Immigration.

**Robert Blackburn**  
**Assistant Deputy Minister, Policy Sector**  
Place du Portage, Phase IV  
Room 922, 140 Promenade du Portage  
Hull QC K1A 0J9  
T: (819) 994-3495 F: (819) 994-9642

Mr. Blackburn was appointed Assistant Deputy Minister, Policy in August 1993. He was previously Assistant Deputy Minister of Policy at Industry, Science and Technology and was Assistant Secretary to the Cabinet, Priorities and Planning from 1983 to 1987.

**Georges Tsai, Assistant Deputy Minister**  
**National Service Sector**  
Place du Portage, Phase IV, 10th Floor  
140 Promenade du Portage  
Hull QC 1L1  
T: (819) 953-2217 F: (819) 953-7957

Mr. Tsai was appointed Assistant Deputy Minister, National Service Sector in August 1993. Previously, he was Executive Director, Immigration Operations and a former Assistant Deputy Registrar General of Canada. Mr. Tsai is a former Deputy Secretary of the Treasury Board Secretariat's Official Languages Branch and a former President of the Canadian Industrial Renewal Board.

**Raphaël Girard, Assistant Deputy Minister**  
**International Service**  
Place du Portage, Phase IV, 10th Floor  
140 Promenade du Portage  
Hull QC K1A 1L1  
T: (819) 994-2234 F: (819) 953-7957

Mr. Girard is Assistant Deputy Minister for the International Service Sector. He has extensive experience in overseas immigration operations and has served as Minister Counsellor, Immigration at the Canadian High Commission in London. He was seconded from External Affairs and International Trade Canada in 1992 to the

position of Executive Director, International Service at Employment and Immigration Canada.

**Murdock Reteff, Assistant Deputy Minister**  
**Corporate Management**  
Place du Portage, Phase IV, 6th Floor  
140 Promenade du Portage  
Hull QC K1A 1L1  
T: (819) 953-3971 F: (819) 953-0382

Mr. Reteff, Assistant Deputy Minister, Corporate Management, joined the Public Service in 1967 and held several management positions with Employment and Immigration and Customs and Excise, where he assumed the role of Assistant Deputy Minister in February 1990. In 1992, he was part of the management team planning the integration of Revenue Canada.

**Martin D. Low, Senior General Counsel**  
Place du Portage, Phase IV, 12th Floor  
140 Promenade Du Portage  
Hull QC K1A 0J9  
T: (819) 994-2857 F: (819) 953-9197

Mr. Low was appointed Senior General Counsel, Citizenship and Immigration Canada in November 1993. He was formerly Senior General Counsel with Employment and Immigration. Prior to that he was with the United Nations Centre for Human Rights as a Senior Human Rights Officer on leave of absence from the Department of Justice.

#### DIRECTORS GENERAL AND EQUIVALENTS

Marilyn Amendola, Director General Communications  
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T. McKoown, Director General Ministerial and Executive Services  
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Laura Chapman, Director General Policy and Program Development Branch  
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Bill van Staalduin, Director General International Refugee and Migration Policy Branch  
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Meyer Burstein, Director General  
Strategic Research, Analysis and  
Information Branch  
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B. Davis, Director General  
Case Management Branch  
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H. Johnston, Director General  
Enforcement Branch  
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J. Hentschel, Director General  
Business Immigration Branch  
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A. Midgley, Director General  
Settlement Branch  
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W. Hammond, Director General  
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M.J. Molloy, Director General  
International Migration and  
Program Coordination  
T: (819) 997-2774 F: (819) 994-0215

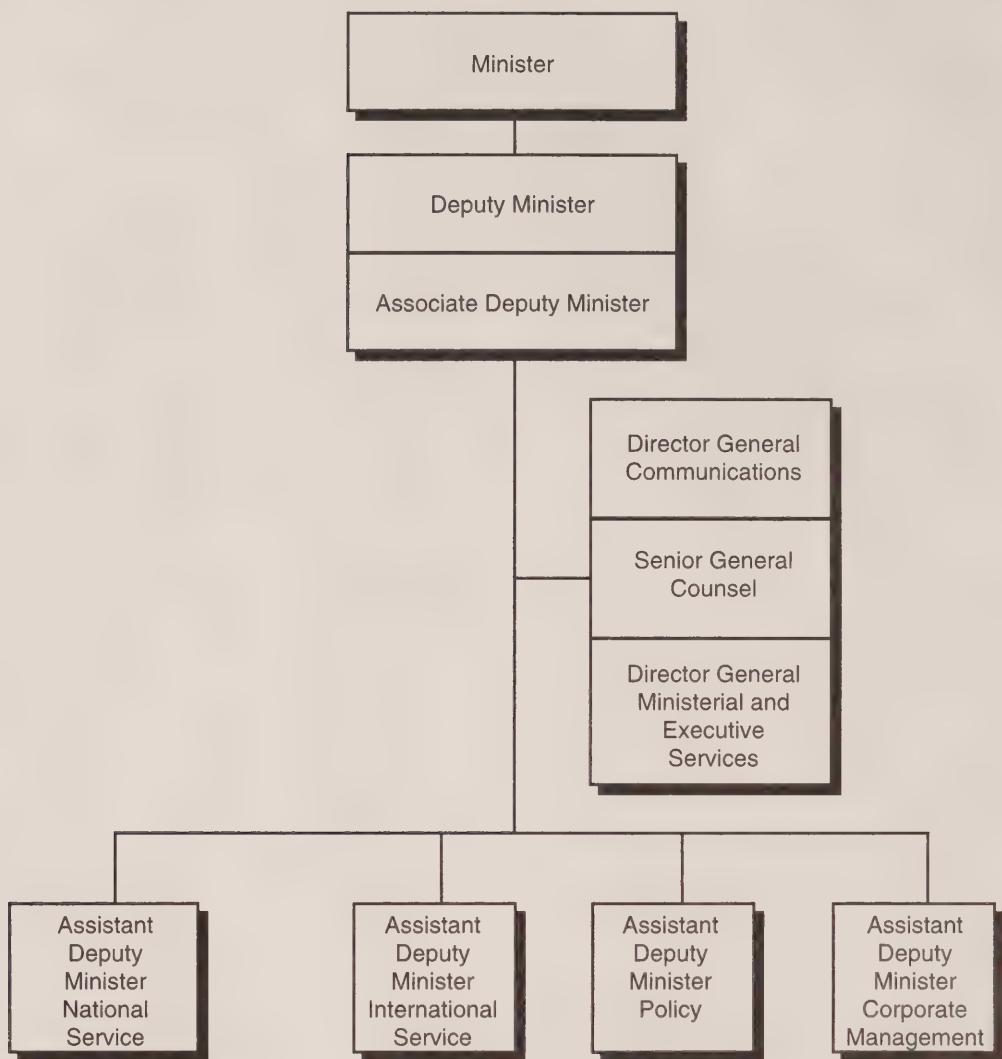
K. Sigurdson, Director General  
International Operations  
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C. Downos, Director General  
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P. Emond, Director General  
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C. Jolicoeur, Director General  
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B. DiBartolo, Director General  
Financial Management  
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## Citizenship and Immigration Canada

**ENVIRONMENT CANADA****ROLE AND RESPONSIBILITIES**

The Department of the Environment was created in June 1971, following the proclamation of the *Government Organization Act* (GOA) 1970. Known now as Environment Canada, the Department was created by amalgamating various entities within the federal government that were responsible for the natural environment.

The GOA recognizes that preserving and enhancing Canada's environmental quality is the responsibility of all federal departments, the provincial governments, local municipalities and the public. The Act gives to the Minister of the Environment broad advocacy responsibilities to promote and encourage practices and conduct that lead to the preservation and enhancement of environmental quality, and powers to co-operate with provincial governments or agencies, or any bodies, agencies or persons having similar objectives.

As well, the *Department of the Environment Act* empowers the Minister to establish guidelines and advise heads of departments, boards and agencies of the federal government in all matters pertaining to the preservation and enhancement of the quality of the natural environment. Finally, the Act allows the Minister to enter into agreements, with the approval of the Governor-in-Council, with other governments or agencies for the purpose of carrying out programs for which the Minister is responsible.

**FINANCIAL REQUIREMENTS BY ACTIVITY**

(thousands of dollars)

	1994-95 Estimates	1993-94 Forecast
Environmental Protection Service	214,586	***
Atmospheric Environment Service	266,062	***
Environmental Conservation Service	167,696	***
Federal Environmental Assessment Review Office	8,301	10,819
Administration	80,393	64,464
Conservation and Protection	***	390,453
Atmospheric Environment	***	242,427
<b>Total</b>	<b>737,038</b>	<b>708,163</b>

In view of the change from multi-program to single program structure, the 1993-94 budgetary resources are only comparable at the Total Program level.

**DEPARTMENTAL MANAGEMENT**

**Mei Cappe, Deputy Minister**  
**Les Terrasses de la Chaudière**  
**10 Wellington Street**  
**Hull QC K1A 0H3**  
**T: (819) 997-4203 F: (819) 953-3457**

Mr. Cappe was appointed Deputy Minister on May 9, 1994. He was formerly a Deputy Secretary of the Treasury Board. Prior to that, Mr. Cappe served as Senior Assistant Secretary, Treasury Board and as Assistant Deputy Minister, Corporate Affairs and Legislative Policy at Consumer and Corporate Affairs.

**Danielle Wetherup**

**Associate Deputy Minister**

Les Terrasses de la Chaudière

10 Wellington Street, Hull QC K1A 0H3

T: (819) 953-7137 F: (819) 953-2115

Ms. Wetherup was previously Vice-President, CIDA. She has also worked extensively at Indian and Northern Affairs and Environment Canada.

**Brian Emmett**

**Assistant Deputy Minister**

**Policy and Communications**

Les Terrasses de la Chaudière

10 Wellington Street, Hull QC K1A 0H3

T: (613) 997-4882 F: (613) 953-5981

Appointed Assistant Deputy Minister, Policy and Communications, Mr. Emmett has been with the Department since 1989. Before coming to Environment Canada, he worked at Energy, Mines and Resources, where he held a number of senior positions.

**Tony Clarke, Assistant Deputy Minister**

**Environmental Protection Service**

Les Terrasses de la Chaudière

10 Wellington Street, Hull QC K1A 0H3

T: (819) 997-1575 F: (819) 953-9452

Mr. Clarke is Assistant Deputy Minister, Environmental Protection Service. Prior to this, Mr. Clarke was a Director General for the Canadian Wildlife Service and Environmental Protection at Environment Canada over the period 1986 to 1992.

**Michel Dorais, Executive Chairman**

**Federal Environmental Assessment Review Office (FEARO)**

Fontaine Building, 13th Floor

200 Sacré Coeur Boulevard

Hull QC K1A 0H3

T: (819) 953-9556 F: (819) 953-2666

Mr. Dorais is the Executive Chairman, Federal Environmental Assessment Review Office (FEARO). Before becoming Chairman in 1991, Mr. Dorais was Chairman of the Quebec Environmental Assessment Board.

**R.W. Slater, Assistant Deputy Minister**

**Environmental Conservation Service**

Les Terrasses de la Chaudière

10 Wellington Street, Hull QC K1A 0H3

T: (613) 997-2161 F: (613) 997-1541

Dr. Slater is Assistant Deputy Minister, Environmental Conservation Service. He has been with the Department since the 1970s.

**Laura Talbot-Allan, Assistant Deputy Minister**  
**Corporate Services**

Les Terrasses de la Chaudière

10 Wellington Street, Hull QC K1A 0H3

T: (819) 953-7026 F: (819) 953-4064

Appointed Assistant Deputy Minister, Corporate Services, Ms. Talbot-Allan previously worked in the former Employment and Immigration. Prior responsibilities include National Director, Finance and Administration with the Canadian Red Cross.

**Gordon McBean, Assistant Deputy Minister**  
**Atmospheric Environment Service**

LaSalle Academy, Block E, 1st Floor

373 Sussex Drive, Ottawa ON K1A 0H3

T: (613) 996-3206 F: (613) 943-1538

Dr. McBean was appointed Assistant Deputy Minister, Atmospheric Environment Service on February 1, 1994. He worked with AES for 24 years before moving to the University of British Columbia with the establishment of the Atmospheric Science Program. In 1992, he became head of the Department of Oceanography before returning to AES.

**DIRECTORS GENERAL AND EQUIVALENTS**

Please note: Facsimile numbers were not available for this edition.

**Policy and Communications**

Penny Gotzaman, Director General

Policy & Economics

T: (819) 994-5208

Rick Smith, Director General

Planning & Coordination

T: (819) 953-7634

François Pagé, Director General  
Communications and Consultation  
T: (819) 997-6820

**Environmental Protection Service**

Dave Egar, Director General  
National Programs  
T: (819) 997-2019

François Guimont, Director General  
Pollution Prevention  
T: (819) 997-1298

Gisèle Jacob, Director General  
Program Integration  
T: (819) 997-3160

Glenn Allard, Director General  
Technology Development and Technical  
Services  
T: (819) 953-3090

Laura Tupper, Director General  
Response Assessment  
T: (819) 994-4071

Janet Davies, Director General  
Citizenship  
T: (819) 994-1700

Ed Norrena, Director General  
CEPA Review  
T: (819) 953-7928

**Environmental Conservation Service**

Ian Rutherford, Director General  
State of the Environment  
T: (819) 941-9581

Garth Bangay, Director General  
Ecosystems Conservation  
T: (819) 953-8056

Elizabeth Dickson, Director General  
Biodiversity  
T: (819) 953-4736

Dave Brackett, Director General  
Canadian Wildlife Service  
T: (819) 997-1301

**Corporate Services**

Luc Desroches, Director General  
Finance  
T: (819) 997-1561

Mike Magar, Director General  
Systems & Informatics  
T: (819) 994-3634

Sam Wex, Director General  
Corporate Management & Review  
T: (819) 953-2091

**Atmospheric Environment Service**

Hubert Allard, Director General  
Canadian Meteorological Centre  
T: (514) 421-4601

Phil Merilees, Director General  
Climate and Atmospheric Research  
T: (416) 739-4995

Nancy Cutler, Director General  
National Weather Services  
T: (416) 739-4938

Bill Pugsley, Director General  
Canadian Forces Weather Services  
T: (613) 995-4173

**Human Resources Directorate**

Alain Jolicoeur, Director General  
T: (819) 997-1845

**Corporate Secretariat**

Jean Claude Dumesnil, Director General  
T: (819) 953-9300

## The New Face of Government

### Regional Directors General

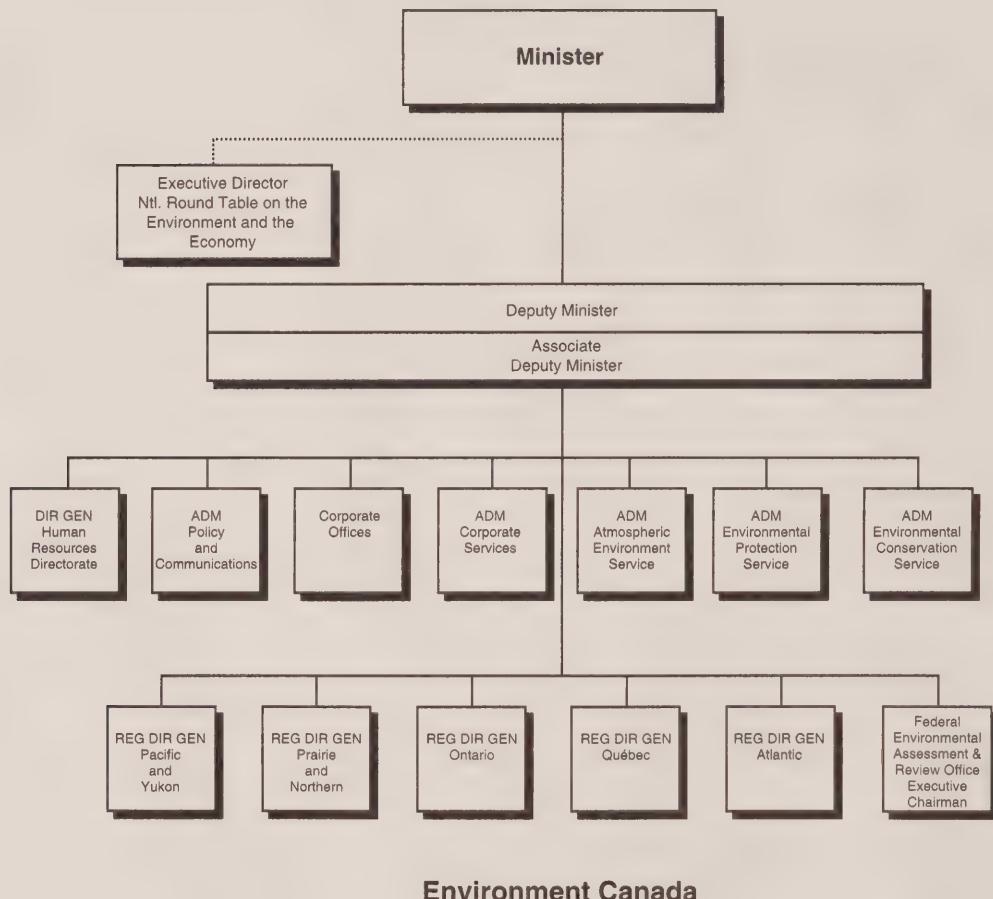
John Mills, Regional Director General  
Ontario  
T: (416) 973-6540

Karen Brown, Regional Director General  
Atlantic  
T: (902) 426-7475

Jim Vollmershausen, Regional Director General  
Prairies & Northern  
T: (403) 495-4529

Jean-Pierre Gauthier, Regional Director General  
Quebec  
T: (418) 648-4077

Earle Anthony, Regional Director General  
Pacific & Yukon  
T: (604) 666-5881



## FINANCE CANADA

### ROLE AND RESPONSIBILITIES

The Department of Finance operates under Sections 14-16 of the *Financial Administration Act* which provides the Minister with the broad responsibility for "the management of the Consolidated Revenue Fund and the supervision, control and direction of all matters relating to the financial affairs of Canada not by law assigned to the Treasury Board or to any other Minister."

The Department of Finance is the central agency of the federal government responsible for advice on the economic and financial affairs of Canada. It is concerned with all aspects of the performance of the Canadian economy. It oversees all government actions affecting the economy to ensure harmony, follows the development of external factors that bear on domestic economic performance, and examines the economic actions taken by other orders of government.

The department's most visible output is the federal budget.

### FINANCIAL REQUIREMENTS BY ACTIVITY (thousands of dollars)

	1994-95 Estimates	1993-94 Forecast
Financial and Economic Policies	40,954	42,306
Administration	22,645	23,792
Domestic Coinage	42,000	42,000
International Financial Organizations	405,980	658,090
 Total	 511,579	 766,188

### DEPARTMENTAL MANAGEMENT

**David A. Dodge, Deputy Minister**  
 L'Esplanade Laurier  
 140 O'Connor Street  
 Ottawa ON K1A 0G5  
 T: (613) 992-4925 F: (613) 952-9569

Mr. Dodge was appointed Deputy Minister on July 31, 1992. His previous appointments include Associate Deputy Minister, Finance; Canada's G-7 Deputy; and Senior Assistant Deputy Minister, Tax Policy and Legislation.

**C. Scott Clark, Senior Assistant Deputy Minister and Canada's G-7 Deputy**  
 L'Esplanade Laurier, 140 O'Connor Street  
 Ottawa ON K1A 0G5  
 T: (613) 996-1963 F: (613) 952-9569

Mr. Clark was appointed to his current position in November 1992. His previous appointment was as Canada's Executive Director at the International Monetary Fund in Washington, D.C. from 1989-92.

**Peter Liebel**  
**Assistant Deputy Minister**  
**Consultations and Communications**  
 L'Esplanade Laurier, 140 O'Connor Street  
 Ottawa ON K1A 0G5  
 T: (613) 995-5683 F: (613) 943-0938

Mr. Liebel was appointed Assistant Deputy Minister, Consultations and Communications in 1988. Prior to this, Mr. Liebel was Director General, Industry and Economic Development Branch at Communications Canada.

**Kevin J. Dancey**  
**Assistant Deputy Minister, Tax Policy**  
L'Esplanade Laurier, 140 O'Connor Street  
Ottawa ON K1A 0G5  
T: (613) 992-1630 F: (613) 996-0660

Mr. Dancey was appointed Assistant Deputy Minister, Tax Policy on August 16, 1993. Previous to his appointment, he was a Managing Partner at Coopers, Lybrand, Tax Practice.

**Susan Peterson, Assistant Deputy Minister Federal-Provincial Relations and Social Policy**  
L'Esplanade Laurier, 140 O'Connor Street  
Ottawa ON K1A 0G5  
T: (613) 996-0735 F: (613) 992-7754

Ms. Peterson was appointed Assistant Deputy Minister, Federal-Provincial Relations and Social Policy in 1993. Her previous appointments include Director General, Federal-Provincial Relations and Social Policy and Director, Social Policy, Privy Council Office.

**Michael E. Francino**  
**Assistant Deputy Minister**  
**Economic Development Policy**  
L'Esplanade Laurier, 140 O'Connor Street  
Ottawa ON K1A 0G5  
T: (613) 992-1527 F: (613) 992-0387

Mr. Francino was appointed Assistant Deputy Minister, Economic Development Policy in January 1993. From 1987 to 1993, Mr. Francino was Director General, Economic Development Policy and previously, Senior Assistant Secretary, Program Branch at the Treasury Board Secretariat.

**Don Drummond**  
**Assistant Deputy Minister**  
**Fiscal Policy and Economic Analysis**  
L'Esplanade Laurier, 140 O'Connor Street  
Ottawa ON K1A 0G5  
T: (613) 995-6391 F: (613) 992-5773

Mr. Drummond was appointed Assistant Deputy Minister, Fiscal Policy and Economic Analysis in January 1993. Prior to his appointment, Mr. Drummond was General Director, Fiscal Policy and Economic Analysis Branch.

**Nicholas D. Le Pan**  
**Assistant Deputy Minister**  
**Financial Sector Policy**  
L'Esplanade Laurier, 140 O'Connor Street  
Ottawa ON K1A 0G5  
T: (613) 992-6843 F: (613) 952-1596

Mr. Le Pan was appointed Assistant Deputy Minister, Financial Sector Policy in 1987. Prior to his appointment, Mr. Le Pan was General Director, Tax Analysis, 1984 to 1987 and Director, Financial Analysis and Policy Division in 1984.

**Tom Bernes**  
**Assistant Deputy Minister**  
**International Trade and Finance**  
L'Esplanade Laurier, 140 O'Connor Street  
Ottawa ON K1A 0G5  
T: (613) 992-6985 F: (613) 992-7347

Mr. Bernes was appointed Assistant Deputy Minister, International Trade and Finance in 1992. His previous appointments include Executive Director, Canadian Unity, in 1991-92 and General Director, International Branch from 1989 to 1991.

**Marcus L. Jewett**  
**Counsel to the Department of Finance and Assistant Deputy Minister (Justice)**  
L'Esplanade Laurier, 140 O'Connor Street  
Ottawa ON K1A 0G5  
T: (613) 996-4667 F: (613) 995-7223

Mr. Jewett was appointed Counsel to the Department of Finance in 1990. His previous appointments include Tax Counsel and General Director, Tax Policy and Legislation Branch, Department of Finance. Prior to that he practised with Debevoise and Plimpton.

**Robert M. Emond**  
**Assistant Deputy Minister**  
**Administration Branch**  
L'Esplanade Laurier, 140 O'Connor Street  
Ottawa ON K1A 0G5  
T: (613) 995-8487 F: (613) 996-1476

Mr. Emond was appointed Assistant Deputy Minister, Administration Branch on October 2, 1989. Prior to his appointment, Mr. Emond was Executive Director of the Office of the

Superintendent of Financial Institutions and Assistant Deputy Minister, Finance, Personnel and Administration at the Department of Supply and Services.

Dean McLean, Senior Director  
Privatization  
Crown Corporations/Privatization  
T: (613) 957-2658

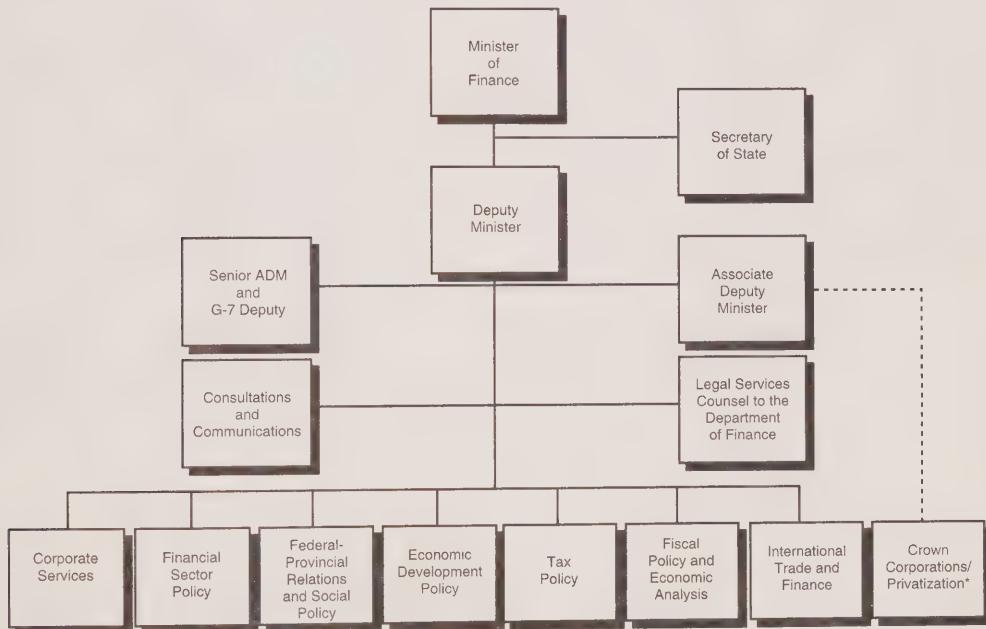
**DIRECTORS GENERAL AND EQUIVALENTS**

Tom Kane, General Director  
Tax Policy  
T: (613) 992-2555

Paul-Henri Lapointe, General Director  
Fiscal Policy and Economic Analysis  
T: (613) 996-0321

Wayne Wouters, Senior Director  
Operations, Economic Development Policy  
T: (613) 992-6403

Sheryl Kennedy, General Director  
Financial Sector Policy  
T: (613) 995-5798



**Department of Finance Canada**

**FISHERIES AND OCEANS CANADA****ROLE AND RESPONSIBILITIES**

While other government departments contribute to the management of Canada's water-based activities, Fisheries and Oceans is the only federal department with resource management responsibilities with a primary focus on water and the resources it contains. Fisheries and Oceans has responsibility for all matters respecting oceans not by law assigned to any other department.

Parliament's jurisdiction over sea-coast and inland fisheries, public harbours and navigation in marine and inland waters is established by the *Constitution Act*. The direction of this responsibility and the extent to which it is exercised by the federal government have been determined by judicial interpretation, agreements with provinces and the evolution of public policy. Some provinces have been delegated varying degrees of administrative responsibilities.

**FINANCIAL REQUIREMENTS BY ACTIVITY**

(thousands of dollars)

	1994-95 Estimates	1993-94 Forecast
Science	195,988	204,913
Fisheries Operations*	271,362	436,461
Inspection	33,671	35,188
International	4,861	6,779
Corporate Policy and Program Support	269,271	272,451
 Total	 775,153	 955,792

\* The 1993-94 Main Estimates include \$204.0 million for the income replacement and \$6.8 million for the vessel support components of the Northern Cod Adjustment and Recovery Program.

**DEPARTMENTAL MANAGEMENT****William Rowat, Deputy Minister**

Centennial Towers, 200 Kent St.  
15th Floor - Station 1578, Ottawa ON K1A 0E6  
T: (613) 993-2200 F: (613) 993-2194

Mr. Rowat was appointed Deputy Minister as of May 9, 1994. Previously, he was Associate Deputy Minister of Transport and a former Assistant Secretary to the Cabinet, Economic and Regional Development Policy Secretariat in the Privy Council Office. He joined Privy Council in 1988 as Assistant Secretary to the Cabinet, Government Operations and Labour Relations and was formerly Assistant Deputy Minister, Atlantic Fisheries Services.

**Maryantonett Flumian**

**Assistant Deputy Minister**  
**Policy Strategic Planning & Consultation**  
Centennial Towers, 200 Kent St.  
15th Floor, Station 1580, Ottawa ON K1A 0E6  
T: (613) 993-1808 F: (613) 993-2194

In February 1991, Maryantonett Flumian was appointed Assistant Deputy Minister, Policy and Program Planning. Previous to that, she was Executive Director/Chief Executive Officer of the Canadian Labour Market and Productivity Centre.

**Ercel John Baker**  
**Assistant Deputy Minister, Operations**  
Centennial Towers, 200 Kent Street  
15th Floor, Station 1576, Ottawa ON K1A 0E6  
T: (613) 990-9864 F: (613) 990-9557

Mr. Baker is the Assistant Deputy Minister, Operations. He assumed these responsibilities in July 1993 after serving as Chief Executive Officer for Consulting and Audit Canada for the previous two years.

**Victor Rabinovitch, Assistant Deputy Minister**  
**Regulatory and International Affairs**  
Centennial Towers, 200 Kent Street  
15th Floor, Station 1502, Ottawa ON K1A 0E6  
T: (613) 993-0678 F: (613) 998-0499

Mr. Rabinovitch was appointed an Assistant Deputy Minister at the Department of Fisheries and Oceans in 1982. Previously he was with the Task Force on Atlantic Fisheries.

**William Doubleday**  
**Acting Assistant Deputy Minister**  
**Science**  
Centennial Towers, 200 Kent Street  
15th Floor, Station 1556, Ottawa ON K1A 0E6  
T: (613) 993-0850 F: (613) 990-2768

Mr. Doubleday served as Acting Assistant Deputy Minister, Science, from May 1988 to February 1990, and from January 1992 to the present. Mr. Doubleday has been Director General, Policy and Strategy Directorate since 1991. He was Director, Policy and Program Coordination for Science from 1986 to 1991.

#### DIRECTORS GENERAL AND EQUIVALENTS

**G.R. Douglas, Director General**  
Canadian Hydrographic Services  
T: (613) 995-4413 F: (613) 996-9053

**P. Napoli, Director General**  
Personnel Directorate  
T: (613) 990-0023 F: (613) 990-0035

**Cheryl Fraser, Director General**  
Habitat Management and Sustainable Development  
T: (613) 990-0007 F: (613) 993-7493

**M. Lefebvre, Director General**  
Native Affairs Division  
T: (613) 991-0181 F: (613) 993-7651

**Karen Mosher, Director General**  
Strategic Policy & Planning  
T: (613) 993-1914 F: (613) 991-3254

**D.C. Wight, Director General, Ship Branch**  
T: (613) 990-0341 F: (613) 954-5674

**L.S. Parsons, Director General**  
Biological Sciences Directorate  
T: (613) 990-0271 F: (613) 954-0807

**G.L. Holland, Director General**  
Physical & Chemical Sciences  
T: (613) 990-0298 F: (613) 990-5510

**R.K. Bond, Director General**  
Finance & Administration Directorate  
T: (613) 993-2664 F: (613) 996-9055

**S.J. Connolly, Director General**  
Information Management and Technical Services  
T: (613) 993-2051 F: (613) 996-9055

**K. Laubstein, Director General**  
Fisheries Management & Industry Services  
T: (613) 990-0140 F: (613) 990-6802

**B. Applebaum, Director General**  
International Directorate  
T: (613) 998-2644 F: (613) 993-5995

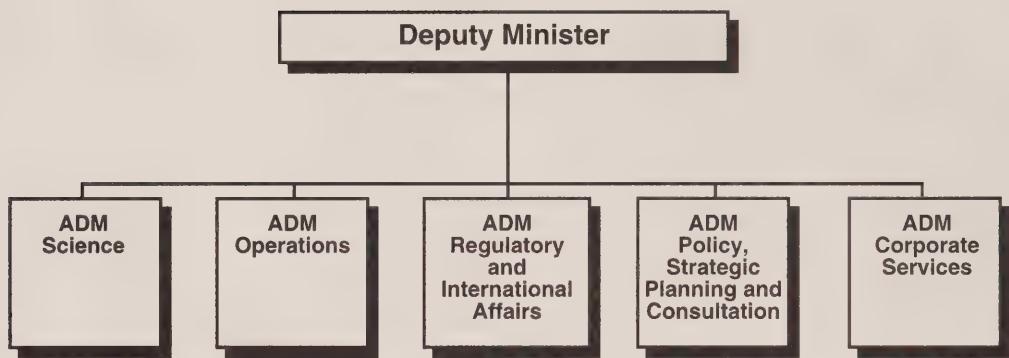
**C. Beckton, Director General**  
General Counsel, Legal Services  
T: (613) 993-0966 F: (613) 990-9385

**M. Godin, Director General**  
Small Craft Harbours  
T: (613) 993-3012 F: (613) 952-6788

**B.J. Emberley, Director General**  
Inspection & Enforcement Directorate  
T: (613) 990-0144 F: (613) 993-4220

**Michelle Chartrand, Director General**  
Policy & Strategy Directorate  
T: (613) 993-0802 F: (613) 990-0313

**B. Rashotte, Director General**  
Resource Allocation - Atlantic  
T: (613) 990-0087 F: (613) 990-7051



## Fisheries and Oceans

## FOREIGN AFFAIRS AND INTERNATIONAL TRADE

### ROLE AND RESPONSIBILITIES

The mission of the Department of Foreign Affairs and International Trade is to portray, promote and defend the interests of Canada and the common values of Canadians around the world; to improve Canadians' awareness and understanding of the world; and to serve Canadians at home and abroad.

The Department gets its legislative authority from the *Department of External Affairs Act, RSC 1985, c. E-22.*

### FINANCIAL REQUIREMENTS BY ACTIVITY (thousands of dollars)

	1994-95 Estimates	1993-94 Forecast
Foreign Policy Priorities and Co-ordination	16,615	18,799
International Trade Development	68,764	60,466
International Economic, Trade and Aid Policy	54,712	57,615
Political and International Security Affairs	370,086	287,672
Legal and Consular Affairs	14,164	12,204
Communications and Culture	53,649	51,520
Bilateral Relations and Operations	753,499	763,958
Passport Office	1,972	(3,481)
Operational Support, Human Resource Planning and Administration	75,018	85,612
 Total	 1,408,479	 1,334,365

### DEPARTMENTAL MANAGEMENT

All Addresses:  
 Lester B. Pearson Building  
 125 Sussex Drive  
 Ottawa ON K1A 0G2

**Reid Morden, Deputy Minister  
Foreign Affairs**  
 T: (613) 944-4911 F: (613) 944-0856

Mr. Morden was appointed Deputy Minister of Foreign Affairs in November 1993, continuing the duties he assumed in September 1991 as Under Secretary of State for the former External Affairs. Mr. Morden is also the Prime Minister's personal representative for economic summits and is Alternate Governor to the European Bank for Reconstruction and Development.

**R. Allen Kilpatrick, Deputy Minister  
International Trade**  
 T: (613) 944-5000 F: (613) 944-8493

Mr. Kilpatrick was appointed Deputy Minister for International Trade in February 1993. In April 1993 he assumed concurrent duties as Commissioner of the Northern Pipeline Agency. From 1990 to 1993, he was Deputy Minister of the department of Western Economic Diversification.

**John M. Weekes, Senior Assistant Deputy Minister (United States) and Coordinator for NAFTA, United States Branch**  
T: (613) 944-6183 F: (613) 944-8493

Mr. Weekes was appointed Senior Assistant Deputy Minister in August 1993. Previously, he was Canada's Chief Negotiator for the North American Free Trade Negotiations and Assistant Deputy Minister for Trade Policy. He was formerly Canada's Permanent Representative and Ambassador to the GATT and a former Director General of the Trade Policy Bureau.

**Howard Balloch, Assistant Deputy Minister Asia and Pacific Branch**  
T: (613) 996-5095 F: (613) 996-4309

Mr. Balloch was appointed Assistant Deputy Minister, Asia and Pacific Branch in January 1992. Previously, he was Director General, Policy Planning Staff in 1990-1991 and Director, North Asia Relations Division from 1987 to 1990.

**Barry Carin, Assistant Deputy Minister Trade and Economic Policy Branch**  
T: (613) 995-7759 F: (613) 943-2158

Mr. Carin was appointed to his position in March 1992. Previously, he was Assistant Deputy Minister, Strategic Policy and Planning, Employment and Immigration Canada and previously, Deputy Secretary, Income Support and Transfer Payments, Ministry of State for Social Development.

**William Clarke, Assistant Deputy Minister Personnel Branch**  
T: (613) 996-5369 F: (613) 944-0442

Mr. Clarke assumed the position of Assistant Deputy Minister, Personnel Branch in August 1992. From September 1990 to July 1992, Mr. Clarke was Ambassador to Brazil and previously, Director General, U.S. Trade Tourism and Investment Development Bureau.

**Germain A. Denis, Assistant Deputy Minister Multilateral Trade Negotiations Branch**  
T: (613) 992-7768 F: (613) 992-4695

Mr. Denis was appointed Assistant Deputy Minister, Multilateral Trade Negotiations Branch in January 1989.

**Stanley Gooch, Assistant Deputy Minister Latin America & Caribbean Branch**  
T: (613) 996-7065 F: (613) 996-0677

Mr Gooch is the Assistant Deputy Minister, Latin America and Caribbean Branch. Appointed to the position in June 1991, Mr. Gooch was previously both Acting Assistant Deputy Minister and Director General of the Latin America & Caribbean Branch.

**Marc Perron, Assistant Deputy Minister Africa and Middle East Branch (GGB)**  
T: (613) 944-6288 F: (613) 995-7348

Mr. Perron was appointed to his current position in August 1988. Previously, he was Canada's Ambassador in Cairo and a former Director General of Operations and Personnel in the Department.

**Garrett Lambert, Assistant Deputy Minister Corporate Management Branch**  
T: (613) 944-0472 F: (613) 943-1104

Mr. Lambert is Assistant Deputy Minister, Corporate Management Branch. Prior to his appointment in 1990, Mr. Lambert was High Commissioner in Kuala Lumpur and previously, Director General, U.S. Trade and Investment Development.

**Gaétan Lavertu, Assistant Deputy Minister Political and International Security Affairs Branch**  
T: (613) 994-4228 F: (613) 944-1357

Mr. Lavertu was appointed Assistant Deputy Minister, Political and International Security Affairs Branch in September 1991. Prior to this, Mr. Lavertu was Assistant High Commissioner in London from October 1989 to September 1992 and previously, Ambassador to Bogota.

**Barry Mawhinney, Legal Advisor and Assistant Deputy Minister Legal and Consular Affairs Branch**  
T: (613) 995-8901 F: (613) 992-2467

Mr. Mawhinney was appointed to his current position in October 1990. Previously, he was Canada's Ambassador in Prague and was formerly Director General of the Legal Affairs Bureau in the Department.

**Brian Schumacher, Assistant Deputy Minister & Chief Trade Commissioner, International Business Development Branch**  
T: (613) 995-6871 F: (613) 943-8819

Mr. Schumacher was appointed an Assistant Deputy Minister in 1991 following some three years as Canada's Ambassador to Seoul, Korea. Previously, he was Director General, Export Development and Programs and Director General of Trade Development Policy Planning with the Department.

**David Wright, Assistant Deputy Minister Europe Branch**  
T: (613) 992-6149 F: (613) 944-1357

Mr. Wright was appointed to his current position in September 1990. He was previously Canada's Minister in Paris, France and was formerly Director General of the Economic Policy Bureau of the Department.

**Robert Wright, Special Advisor**

Mr. Wright was appointed Special Advisor to the Deputy Minister effective May 31, 1994 pending his appointment as High Commissioner to New Zealand. He was previously Deputy Minister of Agriculture and Agri-food Canada and former Deputy Secretary to the Cabinet (Plans) at the Privy Council Office.

#### DIRECTORS GENERAL AND EQUIVALENTS

Peter Lloyd, Director General Communications Bureau (BCD)  
T: (613) 996-2213 F: (613) 992-2432

Wilfred-Guy Licari, Director General Africa and Middle East Bureau (GGD)  
T: (613) 944-5989 F: (613) 944-7975

John D. Tennant, Director General (PND)  
Asia and Pacific Branch  
T: (613) 995-1097 F: (613) 943-8286

Gary Smith, Director General (PSD)  
Asia and Pacific Branch  
T: (613) 992-3372 F: (613) 996-1248

K. F. McCarthy, Director General Finance and Headquarters Administrative Services Bureau (MFD)  
T: (613) 992-6109 F: (613) 944-0452

M. Hutton, Director General Information Resources Bureau (MKD)  
T: (613) 992-6032 F: (613) 943-1090

Victor Lotto, Director General Information Systems  
T: (613) 943-1125 F: (613) 944-0441

Ian N. Dawson, Director General Physical Resources Bureau (MRD)  
T: (613) 952-8732 F: (613) 952-8729

Nancy M. Stiles, Director General Bureau of Assistance for Central and Eastern Europe (RZD)  
T: (613) 992-2099 F: (613) 996-2442

M. D. Bell, Director General Central and Eastern Europe Bureau (RBD)  
T: (613) 992-5303 F: (613) 995-1277

Kathryn McCallion, Director General Western Europe Bureau  
T: (613) 992-8333 F: (613) 995-5772

Roger Ferland, Director General International Business Programs Bureau (TPD)  
T: (613) 992-8785 F: (613) 995-5773

John Treleaven, Director General Trade Planning and Operations Bureau (TOD)  
T: (613) 996-1745 F: (613) 996-9265

Mriel V. M. Bradford, Director General Latin America and Caribbean Bureau (LGD)  
T: (613) 996-8435 F: (613) 996-0677

Philippe Kirsch, Director General Bureau of Legal Affairs (JCD)  
T: (613) 992-2728 F: (613) 992-6483

Pierre Giguère, Director General Consular Affairs Bureau (JPD)  
T: (613) 996-0639 F: (613) 943-2434

M.S. Conway, Acting Director General Personnel Administration Bureau (ABD)  
T: (613) 995-9600 F: (613) 992-2541

Claude Laverdure, Director General  
Personnel Operations Bureau (APD)  
T: (613) 992-3546 F: (613) 944-0442

Alain Dudoit, Director General  
Cultural Affairs and  
Higher Education Bureau (IKD)  
T: (613) 996-0232 F: (613) 992-5965

Marie Bernard-Meunier, Director General  
International Organizations Bureau (IMD)  
T: (613) 992-4341 F: (613) 944-0722

Mark J. Moher, Director General  
International Security, Arms Control  
and CSCE Affairs Bureau (IDD)  
T: (613) 992-3402 F: (613) 992-2482

M. G. von Nostitz, Director General  
Security and Intelligence Bureau  
T: (613) 992-7400 F: (613) 996-1724

Philip Somerville, Director General  
Economic Policy Bureau (EED)  
T: (613) 992-7825 F: (613) 944-0076

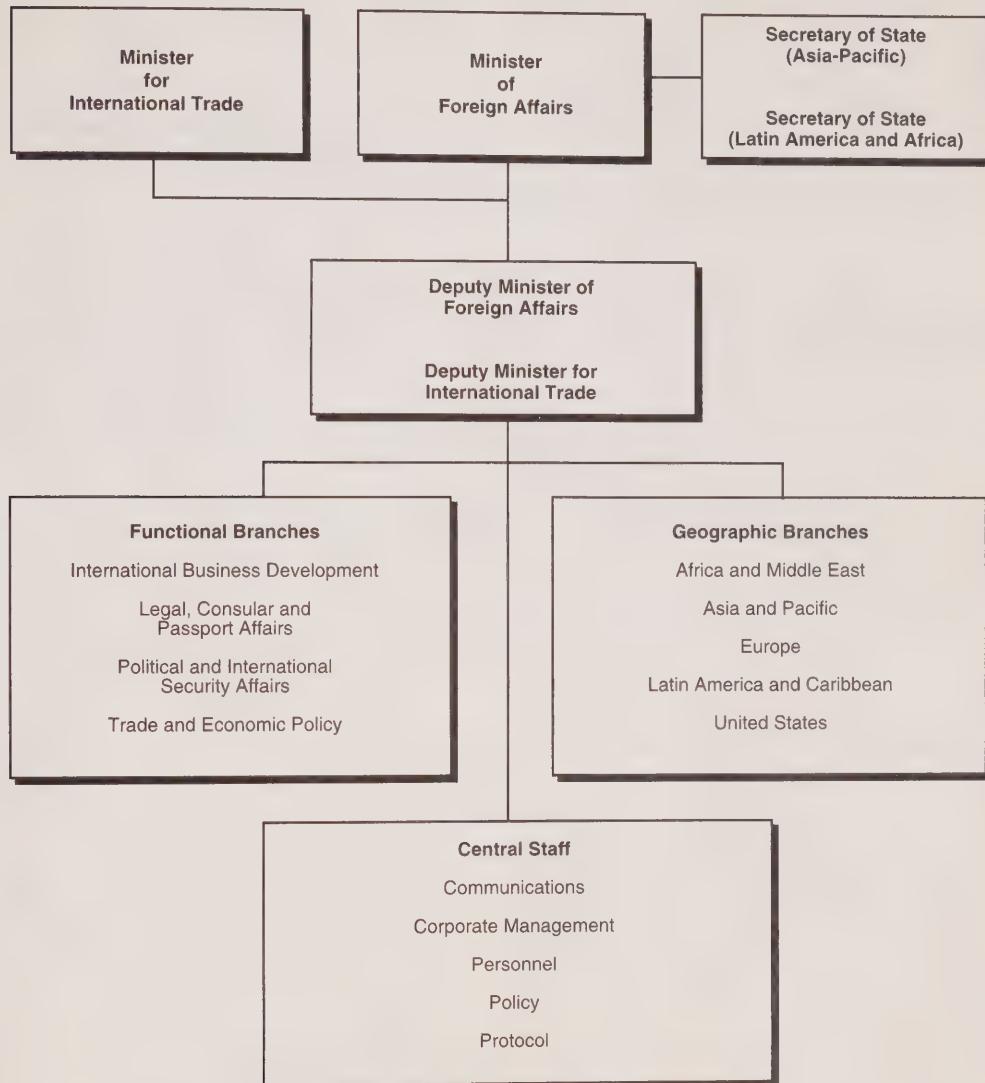
D. E. Hobson, Director General  
Export and Import Permits Bureau (EPD)  
T: (613) 992-3386 F: (613) 996-0612

D. G. Waddell, Director General  
Trade Policy Bureau  
T: (613) 992-0293 F: (613) 992-6002

Ian Mclean, Director General  
United States Relations Bureau (URD)  
T: (613) 944-6900 F: (613) 995-2603

Tom A. MacDonald, Director General  
United States Trade and Economic Policy  
Bureau (UED)  
T: (613) 944-2002 F: (613) 944-0058

A. J. Stewart, Director General  
United States Trade, Tourism and  
Investment Development Bureau (UTD)  
T: (613) 944-5725 F: (613) 944-9119



## Foreign Affairs and International Trade Canada

**HEALTH CANADA****ROLE AND RESPONSIBILITIES**

Health Canada focuses on issues relating to the health, preventive health measures, well-being and the safety of Canadians. These issues go beyond medical considerations to broader issues of healthy children, healthy families and a healthy society. Major examples of these responsibilities include administration of legislation relating to health insurance, and the protection, preservation and improvement of the health, well-being and fitness of Canadians.

A significant amount of departmental activity involves collaboration with provincial and territorial authorities in efforts to preserve and improve the health of all Canadians. The need for joint activities in certain areas arises from the constitutional division of responsibilities and the existence of federal programs that assist provinces and territories to maintain their own health and social programs.

The Department's structure enables it to devote full attention to the fundamental policy and funding challenges of maintaining a high quality, affordable health system in Canada. Its work includes:

- health protection and consumer safety;
- financial support to provinces and territories for insured health care;
- the promotion of activities to improve the health, fitness and well-being of Canadians;
- activities related to family violence, seniors and children
- the promotion and improvement of health care and health services for Canadians;
- the fostering of public health research; and
- the delivery or assistance in the delivery of health services to Inuit and Status Indians.

**FINANCIAL REQUIREMENTS BY ACTIVITY**

(thousands of dollars)

	1994-95 Estimates	1993-94 Forecast
Food Safety, Quality and Nutrition	61,384	60,004
Drug Safety, Quality and Efficiency	63,031	63,918
Environmental Quality and Hazards	49,481	44,402
National Health Surveillance	33,351	53,836
Health Insurance	6,714,652	7,024,645
Programs and Services	212,122	117,743
Indian and Northern Health Services	895,871	839,013
Public Service Health	22,133	22,284
Health Advisory and Assessment Services	5,905	21,808
Policy and Consultation	15,975	23,720
Program Management	104,331	106,705
Total	8,178,236	8,378,078

## DEPARTMENTAL MANAGEMENT

### **Michèle S. Jean, Deputy Minister**

Jeanne Mance Bldg., Rm. 2140  
Tunney's Pasture, Ottawa ON K1A 0K9  
T: (613) 957-0212 F: (613) 952-8422

Born in Quebec City, Ms. Jean received two BAs from Laval University. Prior to her current appointment, she was Under-Secretary of State.

### **Scott Serson, Associate Deputy Minister**

Jeanne Mance Bldg., Rm. 2140  
Tunney's Pasture, Ottawa ON K1A 0K9  
T: (613) 954-5904 F: (613) 952-8422

Prior to his appointment as Associate Deputy Minister of the Department of Health, Mr. Serson served as the Deputy Secretary to the Cabinet, Intergovernmental and Aboriginal Affairs at the Federal-Provincial Relations Office.

### **Robert Lafleur, Sr. Assistant Deputy Minister Corporate Services**

Jeanne Mance Bldg., Rm. 1264  
Tunney's Pasture, Ottawa ON K1A 0K9  
T: (613) 952-3984 F: (613) 952-7580

Mr. Lafleur was previously Deputy Secretary, Human Resources Development at Treasury Board. Before that, he served as Assistant Deputy Minister for Realty Services, Public Works Canada. Mr. Lafleur holds a BA from the University of Ottawa and a law degree from Osgoode Hall Law School.

### **Kent Foster, Assistant Deputy Minister Health Protection**

Health Protection Bldg., Rm. 116  
Tunney's Pasture, Ottawa ON K1A 0L2  
T: (613) 957-1804 F: (613) 957-3954

Mr. Foster previously served as Commander, Mobile Command for the Department of National Defence. Mr. Foster holds a degree in Chemical Engineering from the University of Alberta and studied at military colleges in Canada, the United States and Great Britain.

### **André Juneau, Assistant Deputy Minister Policy and Consultation**

Jeanne Mance Building, Room 2055  
Tunney's Pasture, Ottawa ON K1A 0K9  
T: (613) 957-3059 F: (613) 957-1204

Mr. Juneau was previously Assistant Deputy Minister for Immigration Policy and Director General, Immigration Policy and Program Development Branch, Employment and Immigration Canada.

### **Kay Stanley, Assistant Deputy Minister Health Programs and Services**

Jeanne Mance Bldg., Rm. 540  
Tunney's Pasture, Ottawa ON K1A 0K9  
T: (613) 954-8525 F: (613) 954-8529

Ms. Stanley was previously Coordinator for Status of Women Canada and Chief of Staff for the Minister of State, Immigration and Status of Women.

### **Marie Fortier, Assistant Deputy Minister Medical Services**

Jeanne Mance Building, Room 1050  
Tunney's Pasture, Ottawa ON K1A 0K9  
T: (613) 957-7701 F: (613) 957-1118

Prior to her appointment, Ms. Fortier served as Director General, Health Insurance at Health and Welfare Canada.

## DIRECTORS GENERAL AND EQUIVALENT

David Beavis, Executive Director Restructuring  
T: (613) 957-7744 F: (613) 952-7580

Jérôme Berthelette, Director General Strategic Planning & Policy, Program & Transfer  
T: (613) 957-3402 F: (613) 952-8594

Guy Bujold, Executive Director Policy Coordination Secretariat  
T: (613) 957-3081 F: (613) 941-4539

Fruji Bull, Director General Informatics  
T: (613) 954-8713 F: (613) 952-8635

Paul Cochrane, Director General Non-Insured Health Benefits  
T: (613) 941-6256 F: (613) 941-6249

Jean Cooper, Executive Director Aids Secretariat  
T: (613) 957-7477 F: (613) 952-3556

## The New Face of Government

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Bruce Davis, Acting Director General  
Health Insurance  
T: (613) 954-8687 F: (613) 952-8542

Ross Elliot, Senior Advisor to ADM's  
T: (613) 952-2522 F: (613) 957-7684

Judy Ferguson, Director General  
Health Policy and Information  
T: (613) 957-3066 F: (613) 941-4443

Sol Gunner, Director General  
Food Directorate  
T: (613) 957-1821 F: (613) 957-1784

Roy Hickman, Director General  
Environmental Health  
T: (613) 954-0291 F: (613) 952-2206

Abby Hoffman, Director General  
Women's Health Bureau  
T: (613) 957-1940 F: (613) 952-3496

Janice Hopkins, Director General  
Indian and Northern Health  
T: (613) 952-9616 F: (613) 941-8904

Mary-Ellen Jeans, Director General  
Environmental Research Programs  
T: (613) 954-8538 F: (613) 954-7363

Robert Joubert, Director General  
Human Resources  
T: (613) 957-3236 F: (613) 954-1025

Diane Kirkpatrick, Director General  
Health Services  
T: (613) 954-8629 F: (613) 954-8631

Catherine Lane, Director General  
Health Promotion  
T: (613) 957-7792 F: (613) 990-7097

Daniel Langevin, Executive Director  
Departmental Secretariat  
T: (613) 941-2000 F: (613) 957-0154

Joe Losos, Director General  
Laboratory Center for Disease Control  
T: (613) 957-0316 F: (613) 952-7009

Gillian Lynch, Director General  
Public Service Health  
T: (613) 957-7669 F: (613) 954-5822

Orvel Marquardt, Director General  
Departmental Planning & Financial  
Administration  
T: (613) 957-7762 F: (613) 957-4020

Larry McCafferty, Special Advisor to DM  
T: (204) 984-4361 F: (204) 984-4366

Dann Michols, Executive Director  
Drugs and National Pharmaceutical Strategy  
T: (613) 957-0369 F: (613) 952-7756

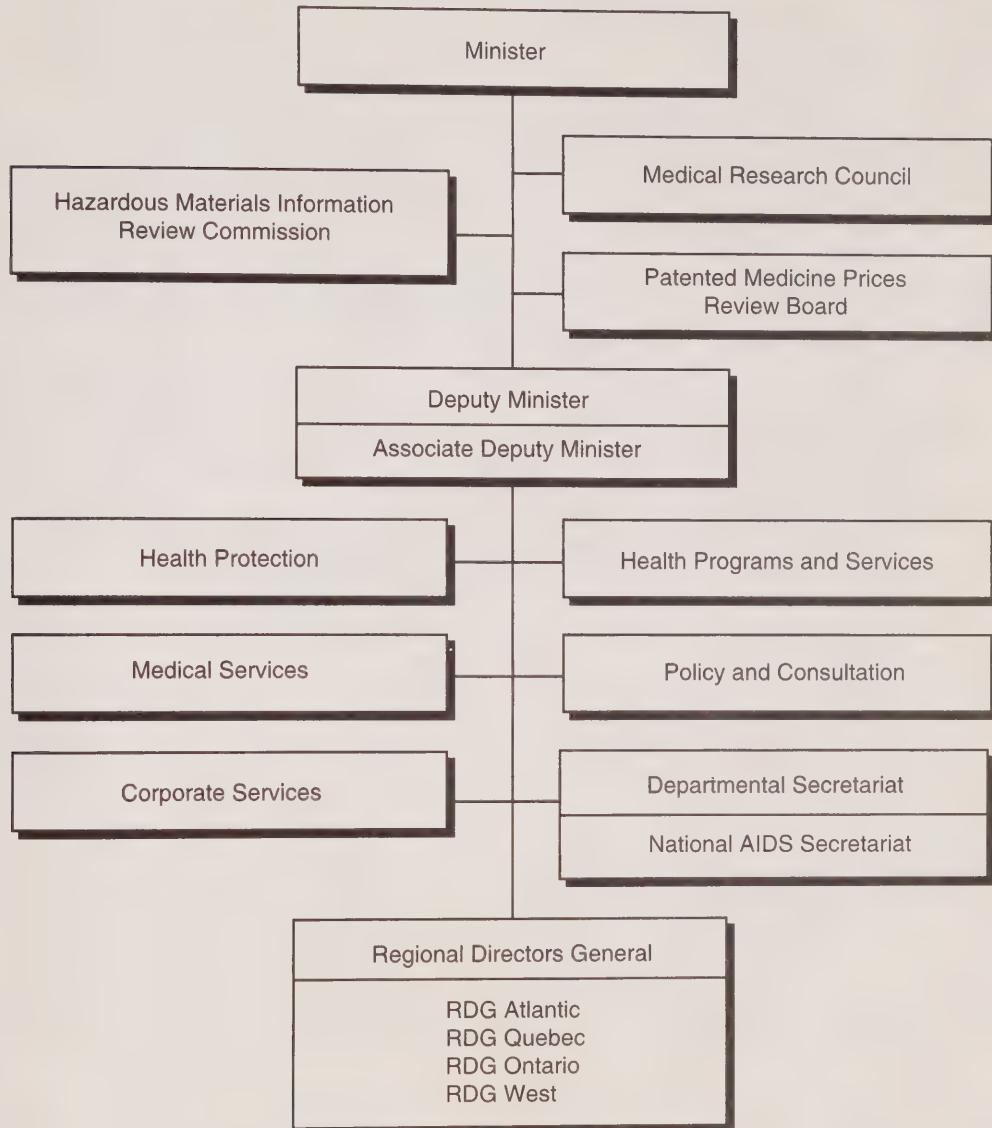
Weldon Newton, Special Advisor to ADM  
T: (613) 957-7984 F: (613) 954-0716

John Riou, Acting Director General  
Field Operations  
T: (613) 957-3853 F: (613) 941-6242

Brian Ward, Director General  
Children's Bureau  
T: (613) 990-0501 F: (613) 952-7046

Joel Weiner, Director General  
Communications  
T: (613) 957-2979 F: (613) 952-7266

Marie Williams, Director General  
Facilities Planning and Management  
T: (613) 957-3377 F: (613) 952-7389



## Health Canada

**HUMAN RESOURCES DEVELOPMENT CANADA****ROLE AND RESPONSIBILITIES**

Human Resources Development Canada (HRDC) was created by the government organizational changes announced November 4, 1993, which modified the restructuring initiated in June 1993. These changes are intended to make government simpler and more closely focused on broad policy themes. To these ends, HRD will play a leadership role in shaping labour market and social policy in Canada.

Human Resources Development will provide an integrated approach to Canada's national investment in people by bringing programs supporting the income of Canadians together with human resource programs linked to the requirements of the national economy and labour market. HRD comprises the following components of the founding departments:

- Education Support Activity and elements of the Social Development Activity from the former Department of the Secretary of State;
- the Literacy Program from the former Department of Multiculturalism and Citizenship;
- Income Security, Cost Shared Programs and elements of the Social Development Activity from the former Health and Welfare Canada;
- the Employment and Insurance Program from the former Employment and Immigration Canada;
- all programs and services of the former Department of Labour; and
- Corporate Services Program elements of the founding departments.

**FINANCIAL REQUIREMENTS BY PROGRAM**  
 (thousands of dollars)

	1994-95 Estimates	1993-94 Estimates
Corporate Services Program	73,345	not comparable**
Employment and Insurance Program	1,465,951	"
Labour Program	231,007	"
Income Security Program	20,338,342	"
Social Development and Education Program	10,267,300	"
 <b>Total</b>	 <b>32,375,945*</b>	 "

\* Financial data exclude recoveries from the Unemployment Insurance and Canada Pension Plan accounts.

\*\* For a complete description, please see Part III, Page 1-9, departmental Main Estimates, Supply and Services Canada 1994.

**DEPARTMENTAL MANAGEMENT**

**Jean-Jacques Noreau, Deputy Minister**  
 Place du Portage, Phase IV, 13th Floor  
 140 Promenade du Portage, Hull QC K1A 0J9  
 T: (819) 994-4514 F: (819) 994-0178

Mr. Noreau was appointed Deputy Minister in June 1993. Pending the passage of legislation, he is appointed concurrently to the positions of Deputy Minister and Chairperson of Employment and Immigration and Deputy Minister of Labour. Prior to his current appointment, he was Deputy Minister of Health and Welfare.

**François P. Pouliot**

**Associate Deputy Minister**

Place du Portage, Phase IV, 13th Floor  
140, Promenade du Portage, Hull QC K1A 0J9  
T: (819) 994-4517 F: (819) 994-0178

Mr. Pouliot came to the department from his former role as Associate Deputy Minister, Employment and Immigration and Vice-President of the Employment and Immigration Commission. Most recently Mr. Pouliot served as Senior Assistant Deputy Minister, Management Programs Directorate, Health and Welfare Canada.

**Michael McDermott, Sr. Assistant Deputy Minister, Labour**

Place du Portage, Phase II, 11th Floor  
140 Promenade du Portage, Hull QC K1A 0J2  
T: (819) 997-1493 F: (819) 953-5658

Mr. McDermott is Senior Assistant Deputy Minister, Labour. He joined Labour Canada in 1965 and worked with the Federal Mediation and Conciliation Service from 1974. He had held the position of Assistant Deputy Minister, Federal Mediation and Conciliation Service, Labour Canada since 1989.

**Harvey Lazar, Sr. Assistant Deputy Minister Strategic Policy**

Place du Portage, Phase IV,  
140 Promenade du Portage, Hull QC K1A 0J9  
T: (819) 994-4272 F: (819) 997-7329

In August 1993, Harvey Lazar was appointed Senior Assistant Deputy Minister, Strategic Policy, Human Resources Development Canada, the position he held with Employment and Immigration Canada from July 1992. In 1987, Mr. Lazar was appointed Director and Deputy Chairman of the Economic Council of Canada where he stayed until June 1992.

**Peter Doyle, Commissioner, Employers**

Place du Portage, Phase IV, 13th Floor  
140 Promenade du Portage, Hull QC K1A 0J9  
T: (819) 994-6115 F: (819) 953-8991

In August 1989, Peter Doyle was reappointed to a second five-year term as Commissioner for Employers, Canada Employment and Immigration Commission. In 1970, he was Industrial Relations Manager, Ontario Division,

Canadian Manufacturers' Association. Later, he became Director, Industrial Relations.

**Fernand Boudreau, Commissioner, Workers**

Place du Portage, Phase IV  
140 Promenade du Portage, Hull QC K1A 0J2  
T: (819) 994-6205 F: (819) 994-7581

In December 1992, Fernand Boudreau was reappointed to a second five-year term as Commissioner for Workers, Canada Employment and Immigration Commission. In the field of unemployment insurance, Mr. Boudreau was a member of a board of referees, representing insured workers, from 1978 to 1985. Appointed a member of the Canada Employment and Immigration Advisory Council in 1984, he held this position until December 1987.

**Jean-Claude Bouchard, Assistant Deputy Minister, Human Resource Services**

Place du Portage, Phase IV  
140 Promenade du Portage, Hull QC K1A 0J2  
T: (819) 994-1797 F: (819) 997-0699

Mr. Bouchard was appointed Assistant Deputy Minister, Human Resource Services in August 1993. Mr. Bouchard was previously Executive Director, Human Resource Services at Employment and Immigration and later Director General of Human Resources and Acting Assistant Deputy Minister of Finance at Energy, Mines and Resources.

**Hy Braiter, Executive Director, Insurance**

Place du Portage, Phase IV, 11th Floor  
140 Promenade du Portage, Hull QC, K1A 0J9  
T: (819) 994-1600 F: (819) 953-5801

In November 1993, Mr. Braiter was appointed Executive Director of Insurance, the position he held with Employment and Immigration Canada since April 1993. He was Executive Director of Finance and Administration for Employment and Immigration Canada from July 1990 to April 1993. From 1988 to 1990, he was Director General, Financial Services, Finance and Administration Group.

**Ian Green, Assistant Deputy Minister Social Development and Education**

Finance Building, Room 2123  
Tunney's Pasture, Ottawa ON K1A 1B4  
T: (613) 957-2953 F: (613) 954-9876

Mr. Green is Assistant Deputy Minister, Social Development and Education. He came to Human Resources Development Canada from Health and Welfare, where he was Assistant Deputy Minister, Health and Social Programs. Mr. Green has held several senior executive positions at Health and Welfare, Secretary of State and Privy Council.

**Kathleen O'Hara, Assistant Deputy Minister  
Social Security Reform**  
Place du Portage, Phase IV  
140 Promenade du Portage  
Hull QC K1A 0J9  
T: (819) 997-1094 F: (819) 994-4533

Ms. O'Hara came to Human Resources Development from Solicitor General Canada where she had been the Assistant Deputy Solicitor General, Policy. Prior to that, she was Assistant Deputy Minister, Strategic and Corporate Services at Consumer and Corporate Affairs and Assistant Deputy Minister, Policy, Planning and Information at Health and Welfare.

**Peter Hicks, Senior Policy Advisor**  
Place du Portage, Phase IV, 8th Floor  
140 Promenade du Portage, Hull QC K1A 0J9  
T: (819) 994-1780 F: (819) 997-7329

Peter Hicks was appointed Senior Policy Advisor to the Deputy Minister in August 1993. He was previously Assistant Deputy Minister responsible for policy at Health and Welfare. From 1983 to 1991 he held various program and policy positions at Employment and Immigration.

**Jim Lahey, Executive Manager  
Communications and Renewal**  
Place du Portage, Phase IV  
140 Promenade du Portage, Hull QC K1A 0J9  
T: (819) 994-6629 F: (819) 994-0178

Mr. Lahey was appointed as Executive Manager of Communications and Renewal in November 1993. Prior to that, he served as Chairman for the Transition and Renewal Secretariat. Mr. Lahey has had a varied career in a number of departments including the Office of the Comptroller General, Indian and Northern Affairs, Solicitor General Canada and, most recently, Labour Canada, where he held the position of Assistant Deputy Minister, Policy.

**Katharine MacCormick  
Senior General Counsel**  
Place du Portage, Phase IV  
140 Promenade du Portage, Hull QC K1A 0J9  
T: (819) 994-9695 F: (819) 953-8303

Ms. MacCormick was appointed Senior General Counsel in November 1993. She began her career in the federal public service in 1979 and has worked with several departments in progressively challenging positions, including Legal Advisor for Finance and Treasury Board and Senior Counsel with Fisheries and Oceans. Her most recent position was with Environment Canada and Secretary of State (Parks) where she was General Counsel.

**A. Kristina Liljefors, Executive Director  
Employment**  
Place du Portage, Phase IV, 5th Floor  
140 Promenade du Portage, Hull QC K1A 0J9  
T: (819) 953-7363 F: (819) 953-7427

Ms. Liljefors joined Human Resources Development Canada as Executive Director, Employment in August 1993. In April 1991, she was appointed Assistant Deputy Minister, Multiculturalism. In 1988, she was appointed Assistant Secretary in the Personnel Policy Branch of the Treasury Board Secretariat.

**Monique Plante, Assistant Deputy Minister  
Income Security**  
Place Vanier, Tower B, Room 1400  
355 River Road, Vanier ON K1A 0L1  
T: (613) 957-3110 F: (613) 957-1185

Monique Plante has been Assistant Deputy Minister, Income Security Programs at Health and Welfare since April 1992. Prior to her appointment, she was Executive Director General, Income Security Branch, and was previously Director General, Communications..

**W. E. R. Little, Assistant Deputy Minister  
Financial and Administrative Services**  
Place du Portage, Phase IV, Room 207  
140 Promenade du Portage, Hull QC K1A 0J9  
T: (819) 997-6481 F: (819) 953-2407

Mr. Little was appointed Assistant Deputy Minister, Financial and Administrative Services in August 1993. He was previously Senior Assistant Deputy Minister of Industry,

Technology and Regional Operations at Industry, Science and Technology Canada.

**David McNaughton, Executive Manager  
Systems**

Place du Portage, Phase IV  
140 Promenade du Portage, Hull QC K1A 0J9  
T: (819) 994-1592 F: (819) 953-9561

Mr. McNaughton joined Human Resources Development from the Ontario Ministry of Health, where he was Assistant Deputy Minister. Most recently Mr. McNaughton led Health Economic Development. Previously he was General Manager of the Ontario Health Insurance Plan and responsible for Systems.

**DIRECTORS GENERAL AND EQUIVALENTS**

Neil Gavigan, Director General  
Corporate Secretariat  
T: (819) 994-2893

Warren Edmondson, Director General  
Federal Mediation and Conciliation Service  
T: (819) 997-3290 F: (819) 953-3162

Jim McLellan, Director General  
Occupational Safety & Health Branch  
T: (819) 997-3520 F: (819) 997-1664

Hélène Dwyer-Renaud, Acting Director General  
Women's Bureau  
T: (819) 994-3779 F: (819) 997-0126

Paul MacNeil, Director General  
Cost Shared Programs  
T: (613) 957-1537 F: (613) 957-9705

Dean Moodie, Director General  
Strategic Initiatives  
T: (613) 957-2913 F: (613) 957-4394

Mary Meloshe, Director General  
Student Assistance and Education Support  
T: (819) 994-2377 F: (819) 953-4226

James Page, Director General  
National Literacy Secretariat  
T: (819) 994-3250 F: (819) 953-8147

Bruce Clark, Acting Executive Director  
Status of Disabled Persons Secretariat  
T: (819) 994-5692 F: (819) 953-4797

Don Ogston, Director General  
Social Development  
T: (613) 957-8672 F: (613) 957-9562

J.J. Verbruggen, Director General  
Insurance Policy  
T: (819) 994-1880 F: (819) 997-8607

Marcel Nouvet, Director General  
Insurance Services  
T: (819) 994-6299 F: (819) 953-4671

Ron Stewart, A/Director General  
Control  
T: (819) 994-6868 F: (819) 953-2633

Michel Bédard, Chief Actuary  
Actuary Directorate  
T: (819) 994-2731 F: (819) 997-8662

Pierre Fortier, Director General  
Policy and Legislation  
T: (613) 957-1615 F: (613) 957-1519

Ed Tamagno, Director General  
International Benefits and Foreign Affairs  
T: (613) 941-4776 F: (613) 952-8901

Dennis Kealey, Project Manager  
ISP Redesign  
T: (613) 941-5075 F: (613) 957-1185

Carol Fahie, Director General  
Systems and Technology Management  
T: (613) 957-1555 F: (613) 954-4675

Lionel Dixon, Director General  
Occupational Career and Information  
T: (819) 953-7434 F: (819) 953-7895

Martha Nixon, Director General  
Employment Operations and Policies  
T: (819) 953-7371 F: (819) 994-2085

John McWhinnie, Director General  
Labour Market Services  
T: (819) 994-3713 F: (819) 953-3512

VACANT, Director General, Youth  
T: (819) 997-6406 F: (819) 953-2465

Elayne van Snellenberg, Director General  
Older Worker Adjustment Branch  
T: (819) 994-8146 F: (819) 953-8804

Phil Fay, Director General  
Planning Branch  
T: (819) 994-1713 F: (819) 997-3794

Ian Midgley, Director General  
Program Evaluation Branch  
T: (613) 954-2761 F: (613) 954-0134

Judith Moses, Director General  
Labour Market Outlook & Sectoral Analysis  
T: (613) 957-4700 F: (613) 957-1523

Norine Smith, Director General  
Policy and Program Analysis  
T: (819) 994-4989 F: (819) 953-0519

John Greenwood, Acting Director General  
Innovations Branch  
T: (819) 994-2245 F: (819) 994-3097

Cynthia Williams, Acting Director General  
Social Policy Division  
T: (613) 954-8912 F: (613) 941-4443

David Neuman, Acting Director General  
Federal-Provincial Relations  
T: (819) 997-0519 F: (819) 997-7329

Norman St-Jacques, Leader  
Task Force on Atlantic Fisheries  
T: (819) 953-3729 F: (819) 953-8362

Jean Bélanger, Director General  
Strategy and Development  
T: (819) 994-2329 F: (819) 997-9194

Louise Holmes, Director General  
Operations  
T: (819) 953-3098 F: (819) 953-6275

Brian Hill, Associate Executive Manager  
Systems  
T: (819) 953-3601 F: (819) 953-9561

Jim Westover, Special Advisor  
Systems  
T: (819) 994-2612 F: (819) 953-5827

Gary Depew, Director General  
Infrastructure Support Branch  
T: (819) 994-1921 F: (819) 997-8074

Eric Davis, Director General  
Labour Social Development and  
Education and Functional Systems Branch  
T: (819) 953-1459 F: (819) 953-5881

Doug Matheson, Director General  
Employment and Insurance Branch  
T: (819) 994-1602 F: (819) 953-4877

Fred Jaakson, Director General  
Internal Audit Bureau  
T: (819) 953-0821 F: (819) 953-0831

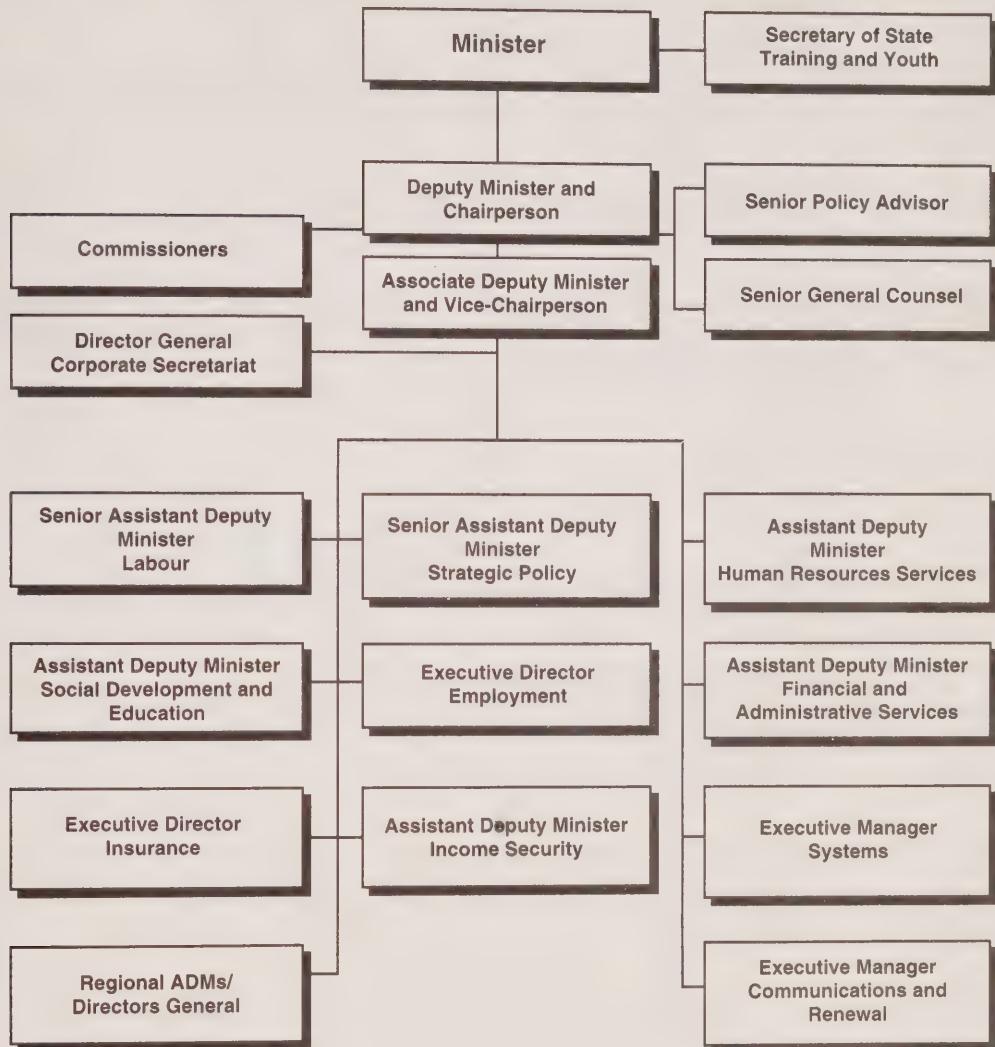
Guy Tremblay, Director General  
Financial Services  
T: (819) 994-2576 F: (819) 953-2407

Jim Mallen, Director General  
Administrative Services  
T: (819) 994-2580 F: (819) 953-0790

Cathy Drummond, Director General  
Strategic Communications  
T: (819) 997-2973 F: (819) 994-1662

Suzanne Clément, Director General  
Communications Operations  
T: (819) 994-6013 F: (819) 953-3981

Virginia Miller, Director General  
Program Planning and Coordination  
T: (613) 954-1889 F: (613) 954-9876



## Human Resources Development Canada

**DEPARTMENT OF INDIAN AFFAIRS AND NORTHERN DEVELOPMENT****ROLE AND RESPONSIBILITIES**

The Department of Indian Affairs and Northern Development (DIAND) represents one of the most complex areas of federal jurisdiction. Its mandate is derived from treaties with First Nations, the Constitution, the *Indian Act*, legislation pertaining to the Yukon and Northwest Territories and a variety of other acts and regulations.

The Department's principal emphasis during the next few years will be on pursuing, through the Indian and Inuit Affairs Program, initiatives to assist Aboriginal communities to overcome obstacles to their development and to help them marshall the human and physical resources necessary to build and sustain viable communities. As well, through the Northern Affairs program, the Department will be implementing northern aboriginal land claims; encouraging more diversified and private sector economic development; achieving the transfer of provincial-type responsibilities to the territorial governments; and, promoting environmental awareness and sustainable development.

**FINANCIAL REQUIREMENTS BY ACTIVITY**  
 (thousands of dollars)

<b>Indian and Inuit Affairs Program</b>	1994-95 Estimates	1993-94 Forecast
Lands and Trust Services	63,779	58,354
Claims	335,965	259,693
Program Funding	2,549,612	2,339,983
Community Funding	595,242	541,436
Corporate Direction	68,435	68,168
 Total	 3,613,033	 3,267,634

**Northern Program**

Economic Development and Resource Management	86,600	88,230
Political, Scientific, Social and Cultural Development	65,615	63,349
Program Management	5,384	4,313
 Total	 157,599	 155,892

**DEPARTMENTAL MANAGEMENT**

All addresses:  
 Les Terrasses de la Chaudière  
 10 Wellington St., Hull QC K1A 0H4

**Dan. E. Goodleaf**

**Deputy Minister**

T: (819) 997-0133 F: (819) 953-2251

Mr. Goodleaf was appointed Deputy Minister in September 1992. Prior to this he was Associate Deputy Minister. He also spent some three years as Assistant Secretary to the Cabinet for Social Development with Privy Council following eight years as regional director general for DIAND in Saskatchewan and Director General of Policy and Planning.

**Richard J. Van Loon**

**Associate Deputy Minister**

T: (819) 997-0854 F: (819) 953-7694

Mr. Van Loon was appointed Associate Deputy Minister in December 1988 following two years as Assistant Deputy Minister of Self-Government for the Department. He also acted as a consultant to the Minister and to the Cabinet Sub-Committee on Aboriginal Affairs in 1985.

**John Sinclair, Assistant Deputy Minister  
Claims and Indian Government**

T: (819) 953-3180 F: (819) 953-3246

Mr. Sinclair was appointed Assistant Deputy Minister of Claims and Indian Government in August 1993. Prior to his appointment, he was the Executive Director of the Royal Commission on New Reproductive Technologies. Mr. Sinclair was formerly the Deputy Secretary to the Cabinet for Intergovernmental Affairs and Assistant Secretary to the Cabinet for Liaison and Integration with the Federal-Provincial Relations Office.

**Alan S. Williams, Assistant Deputy Minister, Corporate Services**

T: (819) 997-0020 F: (819) 953-4094

Mr. Williams was appointed Assistant Deputy Minister in September 1991 following several years as Director General of Finance. He was previously with the Office of the Comptroller General and the Department of Supply and Services.

**Wendy Farris Porteous**

**Assistant Deputy Minister**

**Lands and Trust Services**

T: (819) 953-5577 F: (819) 953-9406

Ms. Porteous was appointed Assistant Deputy Minister following appointments as Senior Assistant Deputy Solicitor General, Associate Executive Director of the Citizens' Forum on Canada's Future and some four years as Assistant Deputy Minister, Consumer and Corporate Affairs.

**John S. Rayner, Assistant Deputy Minister**

**Northern Affairs**

T: (819) 953-3760 F: (819) 953-6121

Mr. Rayner was appointed to his current position in August 1993 following some three years as Assistant Deputy Minister of Policy and Consultation. From 1985 to 1990, he was Assistant Deputy Minister of Indian Services and prior to that was Executive Director General in the Indian and Inuit Affairs Program.

**Jack Stagg, Assistant Deputy Minister**

**Policy and Strategic Direction**

T: (819) 994-7555 F: (819) 953-5082

Mr. Stagg was appointed to his current position in August 1993 following a short period as Assistant Deputy Minister, Northern Affairs Program. Prior to that, he was Director General, Constitutional Development and Strategic Planning in the Northern Affairs Program.

**DIRECTORS GENERAL AND EQUIVALENTS**

Gordon Shanks, Director General

Comprehensive Claims Branch

T: (819) 997-8145 F: (819) 953-4366

Terry Henderson, A/Director General

Claims Implementation Branch

T: (819) 994-3434 F: (819)

Rem Westland, Director General

Specific Claims Branch

T: (819) 994-4924 F: (819) 994-4123

George Cornwell, Director General

Departmental Audit and Evaluation Branch

T: (819) 994-1323 F: (819) 994-7260

## The New Face of Government

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Bill Austin, Director General  
Finance Branch  
T: (819) 997-0640 F: (819) 953-8475

James Dalzell, Director General  
Human Resources  
T: (819) 997-9646 F: (819) 953-1311

James Phillips, Director General  
Informatics Branch  
T: (819) 994-3334 F: (819) 994-7845

Janet Hagey, Director General  
Management Information and  
Analysis Branch  
T: (819) 953-7062 F: (819) 953-6010

Jim Davison, Director General  
DIAND Technical Services -  
Public Works Canada  
T: (819) 994-6456 F: (819) 953-9395

Wm. Van Iterson, Director General  
Lands and Environment Branch  
T: (819) 994-7551 F: (819) 953-3201

Gregor MacIntosh, Director General  
Registration, Revenues and  
Band Governance Branch  
T: (819) 994-0951 F: (819) 953-3371

Hiram Beaubier, Director General  
Natural Resources and Environment  
T: (819) 997-9381 F: (819) 953-8766

John Berg, Director General, Sectoral  
Policy and Program Devolution Branch  
T: (819) 997-9449 F: (819) 997-0552

John Bray, A/Director General  
Communications Branch  
T: (819) 997-9885 F: (819) 953-9465

George Da Pont, Director General  
Government Relations Branch  
T: (819) 953-4968 F: (819) 953-9027

John Graham, Director General  
Legislation Branch  
T: (819) 997-8212 F: (819) 994-4131

Ian Potter, Director General  
Strategic Policy Branch  
T: (819) 997-8359 F: (819) 953-3320

Gerry Kerr, Regional Director General  
Atlantic Region  
T: (902) 661-6262 F: (902) 667-9947

Guy McKenzie, Regional Director General  
Quebec Region  
T: (418) 648-3270 F: (418) 648-2266

Audrey Doerr, Regional Director General  
Ontario Region  
T: (416) 973-6201 F: (416) 954-4326

Brenda Kustra, Regional Director General  
Manitoba Region  
T: (204) 983-2475 F: (204) 983-0861

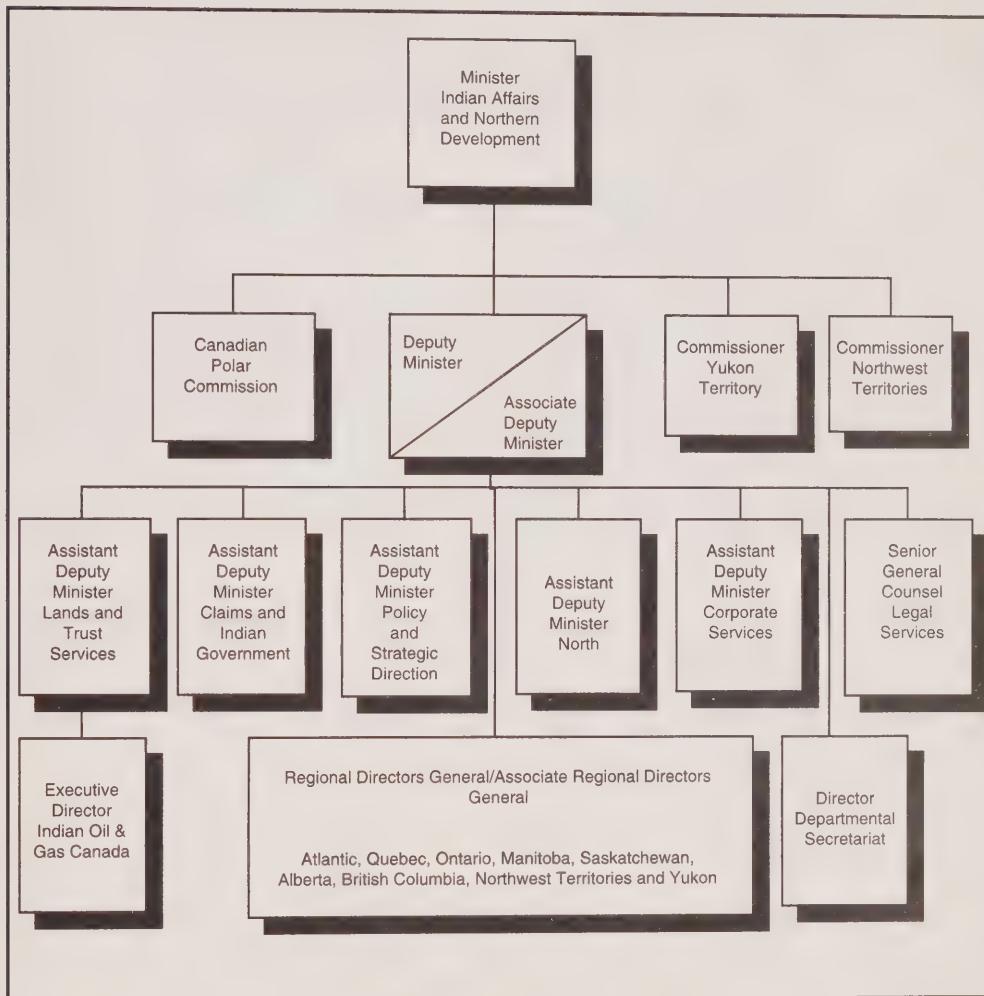
Myler Savill, Regional Director General  
Saskatchewan Region  
T: (306) 780-5950 F: (306) 780-5733

Ken Kirby, Director General  
Alberta Region  
T: (403) 495-2835 F: (403) 495-4088

John Watson, Regional Director General  
British Columbia Region  
T: (604) 666-5201 F: (604) 666-2546

Warren Johnson, Regional Director General  
Northwest Territories Region  
T: (403) 920-8111 F: (403) 873-5763

Mike Ivanski, Regional Director General  
Yukon Region DIAND  
T: (403) 667-3300 F: (403) 667-3388



## Indian and Northern Affairs Canada

**INDUSTRY CANADA****ROLE AND RESPONSIBILITIES**

Under the direction of the Minister of Industry and with the support of the Secretary of State (Science, Research and Development), the Department is a vital source of information and analysis for businesses and provides the private sector with an effective single window on government. It also plays a lead role in the reduction of internal trade barriers to improve the free flow of goods and services within Canada.

As the key portfolio for Canadian competitiveness, the Department also improves Canada's scientific infrastructure by encouraging the development of new products and by enhancing participation of Canadian scientists and businesses in international ventures.

Industry Canada brings together within a single organization the previous responsibilities of Industry, Science and Technology Canada promoting international competitiveness and economic development and excellence in science; telecommunications policy and programs from the Department of Communications; the market and business framework responsibilities from Consumer and Corporate Affairs Canada; and investment research, policy and review functions from Investment Canada. In addition, the portfolio comprises 10 agencies and Crown corporations: the Cape Breton Development Corporation (DEVCO), Statistics Canada, the Competition Tribunal, the Copyright Board Canada, the Standards Council of Canada, the Canadian Space Agency, the Natural Sciences and Engineering Research Council of Canada, the National Research Council Canada, the Federal Business Development Bank, and the Social Sciences and Humanities Research Council of Canada.

**PROGRAM BY ACTIVITY**  
(thousands of dollars)

<b>Industry and Science Development Program</b>	1994-1995 Estimates	1993-94 Estimates
Industrial and Aboriginal Programs	515,912	467,309
Industry and Science Policy	59,949	83,271
Regional Operations	391,197	146,817
Communications Research	90,165	83,652
Corporate and Advisory Services	89,261	84,383
<b>Total</b>	<b>1,146,484</b>	<b>865,432*</b>

**Services to the Marketplace Program**

Consumer Affairs	51,096	n/a
Competition Law and Policy	20,497	
Intellectual Property	47,612	
Spectrum Management	60,212	
Program Support and Advisory Services	3,914	

**Total**

**183,331**

\* This figure is shown for purposes of comparison only, and depicts the funding provided to the four founding departments in their 1993-94 Estimates.

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## DEPARTMENTAL MANAGEMENT

### **Harry Swain, Deputy Minister**

C.D. Howe Building, East Tower, 11th Floor  
235 Queen Street, Ottawa ON K1A 0H5  
T: (613) 992-4292 F: (613) 954-3272

Mr. Swain was appointed Deputy Minister in 1992 and also serves as Director, Federal Business Development Bank and Director, Public Policy Forum. Prior to his current appointment, he was Deputy Minister, Indian Affairs and Northern Development.

### **Kevin Lynch, Associate Deputy Minister**

C.D. Howe Building, East Tower, 11th Floor  
235 Queen Street, Ottawa ON K1A 0H5  
T: (613) 954-0709 F: (613) 954-3272

Mr. Lynch assumed his current position in late 1992. For the balance of 1992, he was Senior Deputy Minister, Department of Finance and Delegation Head to Economic Policy Committee, Organization for Economic Cooperation and Development, and chairman, Warlais Party 1, OECD.

### **Jacques Lyrette, President Communications Research Centre and Centre for Information Technologies Innovation**

3701 Carling Avenue, Station H  
P.O. Box 11490, Ottawa ON K2H 8S2  
T: (613) 990-3929 F: (613) 990-7983

Mr. Lyrette was appointed President in July 1993. From 1974 to 1993 he held a vast array of positions in the communications field. Most recently, he was Assistant Deputy Minister for Quebec at the former Communications Canada and was responsible for the culture and communications network at Francophone Summits.

### **George Addy, Director, Investigation and Research Competition Act, Bureau of Competition Policy**

Place du Portage, Phase I, 21st Floor  
50 Victoria Street, Hull QC K1A 0C9  
T: (819) 997-3301 F: (819) 953-5013

Mr. Addy was appointed to his current position in June 1993. From October 1989 to June 1993 he was Senior Deputy Director of Investigation

and Research, Mergers, Bureau of Competition Policy, Consumer and Corporate Affairs Canada. Prior to joining the civil service, Mr. Addy was a partner with Gowling, Strathy & Henderson.

### **Mart Leesti**

**Commissioner of Patents  
Registrar of Trade-Marks  
and Canadian Intellectual Property Office**  
Place du Portage, Zone 1, 5th Floor  
50 Victoria Street, Hull QC K1A 0C9  
T: (819) 997-1057 F: (819) 997-1890

Mr. Leesti was appointed to his position in 1992. From 1987 to 1992, he was Executive Director, Intellectual Property, after previously being the Director, Policy and Program Planning then Deputy Director General, Intellectual Property Directorate, Consumer and Corporate Affairs Canada.

### **Howard Wilson Assistant Deputy Registrar General of Canada**

66 Slater, 22nd Floor, Ottawa ON K1A 0C9  
T: (613) 995-6852 F: (613) 995-7308

Mr. Wilson was appointed to his position in July 1993. Prior to his appointment, he was Executive Director (Competitiveness), Prosperity Secretariat and previously, Director General, Trade Policy, Department of External Affairs and International Affairs.

### **Henri Rothschild, Chief Scientist**

C.D. Howe Building, East Tower, 11th Floor  
235 Queen Street, Ottawa ON K1A 0H5  
T: (613) 991-2025 F: (613) 990-9262

Mr. Rothschild was appointed Chief Scientist, Industry Canada in July 1993. From June 1993 to his appointment he was Assistant Deputy Minister, Science and Technology Sector, Industry, Science and Technology Canada. Prior to that he was Director General, Technology Policy Branch, Industry, Science and Technology.

**Diana Monnet, Assistant Deputy Minister  
Consumer Affairs**

Place du Portage, Phase I, 13th Floor  
50 Victoria Street, Hull QC K1A 0C9  
T: (819) 997-2862 F: (819) 953-2280

Ms. Monnet was appointed Assistant Deputy Minister, Consumer Affairs in August 1993. From 1990 to 1993 she was Assistant Secretary, Economic Policy and Programs, Federal-Provincial Relations Office, later Social and Economic Policy and Programs and prior to that, Director General, Communications at the former Department of Energy, Mines and Resources.

**Konrad von Finckenstein, Assistant Deputy Minister, (Business Law) and Counsel**

C.D. Howe Building, East Tower, 1st Floor  
235 Queen Street, Ottawa ON K1A 0H5  
T: (613) 954-3946 F: (613) 954-5356

Mr. von Finckenstein was appointed to his current position in February 1994. Prior to this appointment he was Assistant Deputy Attorney General, Tax Law, Department of Justice. In addition to these duties he was Special Advisor to the Deputy Minister of Industry on Westray (August 1992 to March 1994).

**Alan Nymark  
Assistant Deputy Minister  
Industry and Science Policy**

C.D. Howe Building, 235 Queen Street  
West Tower, 5th Floor. Ottawa ON K1A 0H5  
T: (613) 995-9605 F: (613) 995-2233

Mr. Nymark was appointed as Assistant Deputy Minister, Industry and Science Policy in July 1993. From 1989 to his current appointment, he was Executive Vice-President, Investment Canada and Assistant Chief Negotiator, North American Free Trade Agreement.

**Michael Binder  
Assistant Deputy Minister  
Spectrum, Information Technologies  
and Telecommunications**

Journal Tower North, 20th Floor  
300 Slater Street, Ottawa ON K1A 0C8  
T: (613) 998-0368 F: (613) 952-1203

Mr. Binder was appointed to his current position in July 1993. Prior to assuming his appointment,

he was Senior Assistant Deputy Minister, Department of Communications and from 1985 to 1990, he was Assistant Deputy Minister, Corporate Management, Department of Communications.

**Charles Stedman  
Assistant Deputy Minister  
Services Industries and Small Businesses**

C.D. Howe Building, East Tower, 5th Floor  
235 Queen Street, Ottawa ON K1A 0H5  
T: (613) 954-3589 F: (613) 941-5533

Mr. Stedman was appointed Assistant Deputy Minister, Service Industries and Small Businesses in August 1993. Prior to his appointment, Mr. Stedman was ADM, Supply Operations, Supply and Services Canada and previously, Assistant Chief Negotiator, Trade Negotiations Office.

**John Banigan, Assistant Deputy Minister  
Manufacturing and Processing Industries**

C.D. Howe Building, East Tower, 5th Floor  
235 Queen Street, Ottawa ON K1A 0H5  
T: (613) 954-3798 F: (613) 944-1134

Mr. Banigan was appointed to his current position in July 1993. Prior to his appointment, he was Assistant Deputy Minister, Capital Goods and Service Industries, Industry, Science and Technology Canada and previously, Director General, surface Transportation and Machinery in the same Department.

**Claire Monette, Assistant Deputy Minister  
Corporate Services**

C.D. Howe Building, East Tower, 2nd Floor  
235 Queen Street, Ottawa ON K1A 0H5  
T: (613) 954-2873 F: (613) 952-9676

Ms. Monette was appointed to her position in July 1993. From May 1993 to June 1993, she was ADM, Finance, Personnel and Administration, Industry, Science and Technology Canada. Previously, she was Executive Director, Special Projects, Société de transport de la communauté urbaine de Montréal.

**Jean-François Martin  
Assistant Deputy Minister, Regional Operations**

C.D. Howe Building, West Tower, 6th Floor  
235 Queen Street, Ottawa ON K1A 0H5  
T: (613) 954-3405 F: (613) 954-4883

Mr. Martin was appointed Assistant Deputy Minister, Regional Operations in August 1993. Prior to his appointment, he was ADM, Finance and Administration, Department of Environment Canada and previously, from 1989 to 1990, Associate Chairman, Federal Environmental Assessment Review Office.

**Andrei Sulzenko, Federal Chief Negotiator  
Internal Trade Negotiations**

C.D. Howe Building, East Tower, 2nd Floor  
235 Queen Street, Ottawa ON K1A 0H5  
T: (613) 954-8911 F: (613) 957-1990

Mr. Sulzenko was appointed as Federal Chief Negotiator in May 1993. Prior to his appointment, he was Executive Director, Employment, Employment and Immigration Canada. From 1989 to 1991, he was Director General, Industrial Competitiveness Branch, Industry, Science and Technology Canada.

**DIRECTORS GENERAL AND EQUIVALENTS**

**Commissioner of Patents, Registrar of Trade-Marks, Canadian Intelligence Property Office**

Mr. Gary Partington, Chairman  
Trade-Marks Opposition Board  
T: (819) 994-4790 F: (819) 997-1890

Mr. Peter Davies, Acting Chairman  
Patent Appeal Board  
T: (819) 953-9067 F: (819) 997-1890

Mr. Jean Gariepy, Executive Director  
Special Operating Agency Transition  
T: (819) 993-2990 F: (819) 991-1890

**Communications Research Centre and  
Centre for Info-Technologies Innovation**

Mr. Stewart McCormick  
Executive Vice- President  
T: (613) 998-2770

Mr. William Sawchuk, Vice President  
T: (613) 998-2332 F: (613) 990-7986

Mr. Robert Huck, Vice-President  
Communications Systems Research  
T: (613) 998-2329 F: (613) 990-6339

Mr. Mario Poirier, Director General  
Centre for Information Technologies Innovation  
T: (514) 973-5703

**Corporate Services**

Mr. George Willis, Director General  
Finance  
T: (613) 957-9288 F: (613) 998-6950

Ms. Jocelyn Ghent Mallet, Director General  
Human Resources Branch  
T: (613) 954-5598 F: (613) 952-8419

Mr. Grant Westcott, Director General  
Information Management Branch  
T: (613) 954-3574 F: (613) 941-4615

Ms. Francine Chabot-Plante, Director General  
Communications  
T: (613) 943-2507 F: (613) 952-9620

Mr. Owen Taylor, Director General  
Operations Audit  
T: (613) 954-5084 F: (613) 954-4070

**Industry and Science Policy**

Mr. Michael Jenkin, Director General  
Strategic Policy, Planning & Consultation  
T: (613) 954-3558

Margaret McCuaig-Johnston, Assistant Secretary  
National Advisory Board on Science and  
Technology Secretariat  
T: (613) 998-1306

Mr. Douglas Hull, Director General  
Science Promotion and Academic Affairs  
T: (613) 993-6857

Mr. Robert Knox, Executive Director  
Internal Trade Secretariat  
T: (613) 954-3555

Mr. Craig MacDonald, Acting Director General  
International Business  
T: (613) 954-3508

Mr. Ross Preston, Director General  
Micro-Economic Policy Analysis  
T: (613) 995-8452

Mr. David Tobin, Director General  
Corporate Governance  
T: (819) 953-6743

Mr. Ozzie Silverman, Director General  
Science Strategy  
T: (613) 991-9472

**Investigation and Research, Competition Act,  
Bureau of Competition Policy**

Mr. Valmore Traversy, Director General  
Economics & International Affairs Directorate  
T: (819) 953-3318 F: (819) 953-5013

Ms. Mary Zamparo, Director General  
Compliance & Operations Directorate  
T: (819) 953-7942 F: (819) 953-5013

**Manufacturing and Processing Industries**

Mr. Rocco Delvecchio, Director General  
Resource Processing Industries  
T: (613) 954-3082 F: (613) 952-8988

Mr. Richard Pageau, Director General  
Consumer Goods  
T: (613) 954-3585 F: (613) 954-3107

Mr. William Laycock, Director General  
Aeronautics  
T: (613) 954-3343 F: (613) 941-2379

Mr. David Head, Director General  
Materials, Chemicals & Bio-Industries  
T: (613) 954-3138 F: (613) 952-4209

Mr. Bruce Deacon, Director General  
Space, Marine & Defence  
T: (613) 954-3801 F: (613) 957-8912

Mr. Slawek Skorupinski, Director General  
Automotive, Urban Transit & Rail  
T: (613) 954-3797 F: (613) 952-8088

Mr. William Terry, Director General  
Manufacturing & Processing Technologies  
T: (613) 954-3279

**Regional Operations**

Mr. George Redling, Superintendent  
Bankruptcy  
T: (819) 997-1210 F: (819) 953-3722

Ms. Mary Walsh, Director General  
Corporations  
T: (819) 997-1058 F: (819) 953-3041

Mr. Norm Fraser, Director General  
In-House Consulting Unit  
T: (613) 954-5592 F: (613) 954-0017

Mr. David Waung, Acting Director General  
Strategic Information  
T: (613) 952-6368 F: (613) 990-4848

Mr. Dick Lane, Senior Advisor to ADM  
T: (613) 954-2914 F: (613) 954-4883

Mr. Tom Wright, Director General  
Regional Services  
T: (613) 954-5558 F: (613) 957-4788

Mr. Robert Russell, Executive Director  
Atlantic  
T: (902) 426-3458 F: (902) 426-2624

Ms Francine Sarrazin, Executive Director  
Quebec  
T: (514) 283-5559 F: (514) 496-7003

Mr. William Cram, Executive Director  
Ontario  
T: (416) 973-5002 F: (416) 973-8714

Mr. Glenn Fields, Executive Director  
Prairies and Northwest Territories  
T: (403) 495-2951 F: (403) 495-4507

Ms. Barbara Fulton, Executive Director  
British Columbia and Yukon  
T: (604) 666-1402 F: (604) 666-8330

Mr. Hal McGonigal, Administrator Regional  
Development Ontario (FEDNOR)  
T: (705) 942-1327 F: (705) 942-5434

**Service Industries and Small Businesses**

Mr. Dennis DeMelo, Director General  
Corporate and Industrial Analysis  
T: (613) 954-2990

Mr. Ron Watkins, Director General  
Distribution and Construction Industries  
T: (613) 957-4200

Mr. Doug Fyfe, Director General  
Tourism Canada  
T: (613) 954-3830

Mr. Ian Donald, Director General  
Entrepreneurship and Small Business  
T: (613) 954-5489

Mr. Lucien Bradet, Director General  
Environmental Affairs  
T: (613) 954-3080

Mr. David Williamson, Director General  
Business Services Industries  
T: (613) 954-2994

Mr. Robert Dickson, Executive Director  
Aboriginal Economic Programs  
T: (613) 954-5430

**Spectrum, Information Technologies and  
Telecommunications**

Mr. Ronald Begley, Director General  
Broadcasting Regulation  
T: (613) 990-4820 F: (613) 954-6091

Mr. Robert Jones, Director General  
Radio Regulation  
T: (613) 990-4817 F: (613) 993-4433

Mr. Tim Garrard, Director General  
Information Technologies Industry  
T: (613) 954-5599 F: (613) 952-8419

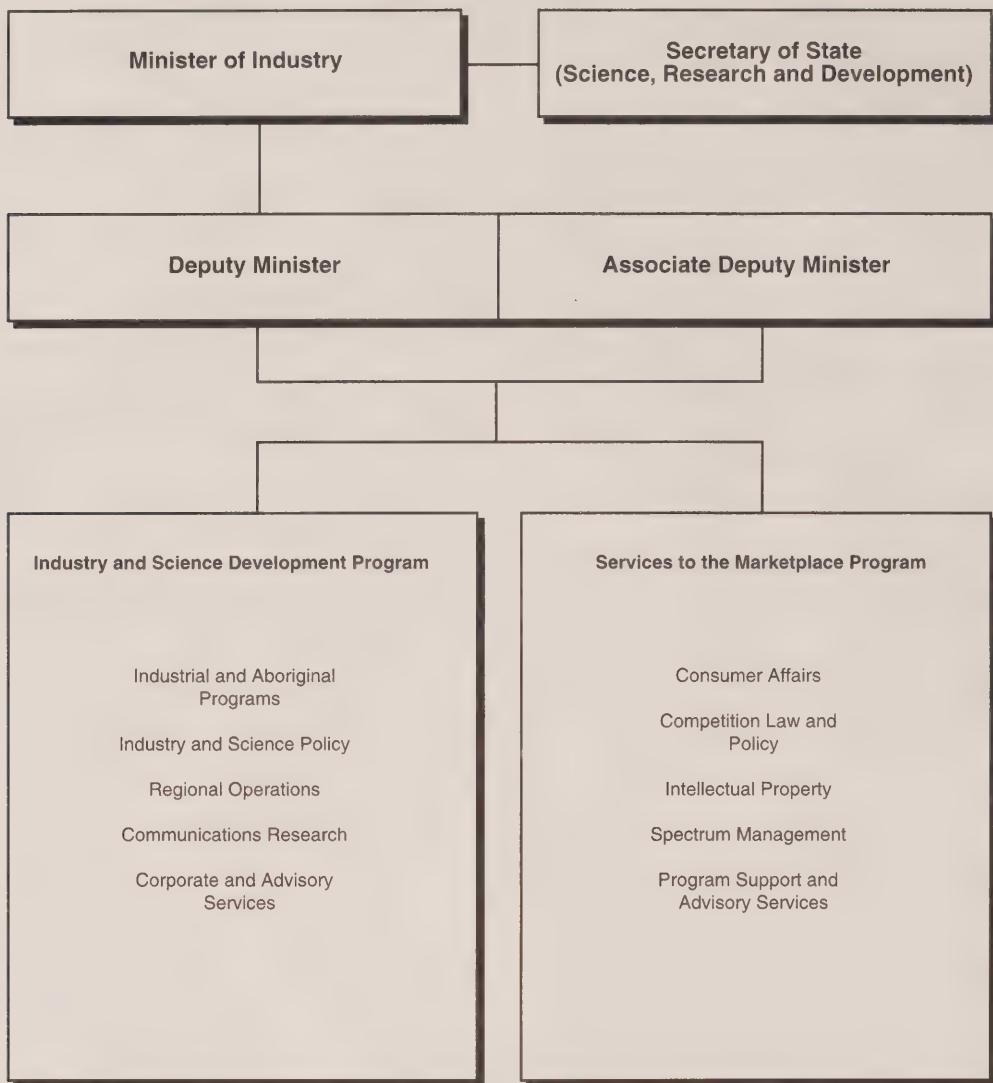
Ms. Susan Baldwin, Director General  
New Media  
T: (613) 990-4268 F: (613) 941-1164

Mr. Nissar Ahmed, Director General  
Engineering Programs  
T: (613) 990-4799 F: (613) 952-5108

Mr. David Mulcaster, Director General  
Communications Development  
T: (613) 990-4295 F: (613) 957-8839

Mr. Michael Helm, Director General  
Telecommunications Policy  
T: (613) 998-4241 F: (613) 952-0567

Please note: Not all facsimile numbers were available for this edition.



## Industry Canada

## **INTERGOVERNMENTAL AFFAIRS**

### **ROLE AND RESPONSIBILITIES**

The Prime Minister, as head of the government, is responsible for intergovernmental relations within Canada. In fulfilling their portfolio responsibilities and in their capacities as representatives of the regions of the country, Cabinet Ministers are also directly involved in specific aspects of federal-provincial relations.

To support the overall management of the federal government's relations with the provinces and the territories, the Prime Minister has asked the Minister of Intergovernmental Affairs, the Honourable Marcel Massé, to play both an advisory and coordinating role, facilitating a coherent and consistent approach across the broad intergovernmental agenda. The Minister of Intergovernmental Affairs provides advice to the Prime Minister and the Cabinet on the management of key federal-provincial issues and initiatives, assessing their interregional implications within the context of the national interest and balancing current demands with a longer-term perspective. The Minister provides specific advice on the organization and preparation of multilateral meetings of First Ministers, which are convened and chaired by the Prime Minister.

To promote effective intergovernmental cooperation, the Minister, in collaboration with his Cabinet colleagues, coordinates the policy framework for federal-provincial-territorial relations. Currently, significant policy issues within this framework include labour market training, environment, social security, health care, and fiscal transfers. Working closely with his Cabinet colleagues, the Minister of Intergovernmental Affairs carries out his responsibilities for the management of effective federal-provincial relations by engaging his provincial and territorial counterparts on both a bilateral and multilateral basis.

### **DEPARTMENTAL MANAGEMENT**

The Minister is supported by Secretariats within the Privy Council Office.

## JUSTICE CANADA

### ROLE AND RESPONSIBILITIES

The Department of Justice is responsible for the legal affairs of the government as a whole, and for offering legal services to individual departments and agencies through functions related to the Offices of the Attorney General and of the Minister of Justice.

As the country's most senior legal officer, the Attorney General must uphold the rule of law at all times. In the Attorney General function, the Department represents the Crown in all litigation where rights of a public nature and of concern to the federal government come into question. As legal counsel to federal departments and agencies, the Attorney General is responsible for the provision of a wide range of legal services including the preparation of contracts, the collection of debts owing to the Crown, the searching of property titles, and the provision of legal advice regarding programs and operations.

The Minister of Justice function must take into account considerations of both law and government policy. The Minister must, for instance, be concerned with the policy considerations underlying the law for which the Minister is directly responsible. At the same time, the Minister is concerned with the legal content of government bills, regulations or departmental directives as they may affect fundamental rights or freedoms. The Minister also oversees all legal mechanisms used to achieve the overall objectives of the government.

Included within the portfolio are independent organizations, namely: The Canadian Human Rights Commission, the Federal Court of Canada, the Office of the Commissioner for Federal Judicial Affairs, the Information Commissioner, the Privacy Commissioner, The Supreme Court of Canada and the Tax Court of Canada.

### FINANCIAL REQUIREMENTS BY PORTFOLIO (thousands of dollars)

	1994-95 Estimates	1993-94 Estimates
Department of Justice	446,378	457,088
Canadian Human Rights Commission	16,939	17,582
Federal Court of Canada	19,347	33,063
Office of the Commissioner for Federal Judicial Affairs	208,420	207,347
Office of the Information and Privacy Commissioners of Canada	6,422	6,749
Supreme Court of Canada	16,690	17,365
Tax Court of Canada	10,097	10,348

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## DEPARTMENTAL MANAGEMENT

### **John C. Tait, Deputy Minister and Deputy Attorney General**

Justice Building, Room 350  
239 Wellington Street, Ottawa, ON K1A 0H8  
T: (613) 957-4997 F: (613) 941-2279

Mr. Tait was appointed Deputy Minister and Deputy Attorney General in August, 1986. He was previously Assistant Deputy Minister, Public Law, Department of Justice and Assistant Deputy Minister, Corporate Policy, Indian and Northern Affairs.

### **Anne-Marie Trahan Associate Deputy Minister Civil Law and Legislative Services**

Justice Building, Room 150  
239 Wellington Street, Ottawa, ON K1A 0H8  
T: (613) 957-4660 F: (613) 952-8538

Ms. Trahan was appointed Associate Deputy Minister, Civil Law and Legislative Services in June, 1986. She was a Commissioner of the Canadian Transport Commission from 1981 to 1986 and Legal Officer, International Trade Law Branch from 1979 to 1981.

### **Eric Bowie, Associate Deputy Minister Litigation**

Justice Building, Room 450  
239 Wellington Street, Ottawa, ON K1A 0H8  
T: (613) 957-4887 F: (613) 945-2414

Mr. Bowie was appointed Associate Deputy Minister, Litigation in September 1992. He was previously Assistant Deputy Attorney General, Civil Litigation and Chief General Counsel, Department of Justice.

### **Mary E. Dawson, Associate Deputy Minister Public Law**

Justice Building, Room 650  
239 Wellington Street, Ottawa, ON K1A 0H8  
T: (613) 957-4888 F: (613) 952-4279

Ms. Dawson was appointed Associate Deputy Minister, Public Law in 1988. She was previously Assistant Deputy Minister, Public Law and Associate Chief Legislative Counsel from 1980 to 1986.

### **Richard Thompson**

**Senior Assistant Deputy Minister  
Departmental Legal Services, Commercial  
and Property Law**  
Justice Building, 239 Wellington Street  
Ottawa ON K1A 0H8  
T: (613) 957-4550 F: (613) 957-2546

Mr. Thompson is the Senior Assistant Deputy Minister, Legal Services, Commercial and Property Law. From 1998 to 1992, he was Inspector General of the Canadian Security Intelligence Service. From 1985 to 1988 he was Senior General Counsel of the Privy Council Office section.

### **Mario Dion, Assistant Deputy Minister Corporate Management, Policy and Programs**

Justice Building, 239 Wellington Street  
Ottawa ON K1A 0H8  
T: (613) 941-4073 F: (613) 941-4074

Mr. Dion is the Assistant Deputy Minister, Corporate Management. Previously he was Deputy Commissioner, Correctional Programs and Operations, Correctional Service of Canada, and from 1988 to 1990 was Assistant Commissioner, Communications and Corporate Development, Correctional Service of Canada.

### **Mark Jewett, Assistant Deputy Minister Counsel to the Department of Finance**

L'Esplanade Laurier, 21st Floor, East  
140 O'Connor St. Ottawa ON K1A 0H8  
T: (613) 996-4667 F: (613) 995-7223

Mr. Jewett was appointed Assistant Deputy Minister and Counsel to the Department of Finance in July 1990. From 1987 to 1990 he was Senior General Counsel, Tax Counsel Division in the Tax Policy and Legislation Branch. His appointments have included: General Counsel to the Anti-Inflation Board and the Department of National Revenue, Taxation.

### **Jean-Claude Demers**

**Assistant Deputy Minister  
Departmental Legal Services**  
Justice Building, 239 Wellington Street  
Ottawa ON K1A 0H8  
T: (613) 957-4626 F: (613) 954-4737

Mr. Demers was appointed Assistant Deputy Minister in 1987. He was previously Assistant Deputy Minister responsible for Administration and, from 1981 to 1986, was Regional Director (Litigation) for Quebec.

**Janice Cochrane, Assistant Deputy Minister  
Departmental Legal Services**

Justice Building, 239 Wellington Street  
Ottawa ON K1A 0H8

T: (613) 952-8360 F: (613) 957-9949

Ms. Cochrane was appointed Assistant Deputy Minister, Legal Services in May 1993. She began her career in the federal government in 1975 with the department. From 1991 to 1993, she was Assistant Deputy Minister of Intergovernmental Affairs at DIAND.

**Konrad von Finckenstein  
Assistant Deputy Minister  
Departmental Legal Services -  
Industry Canada**

C. D. Howe Bldg., 235 Queen Street  
Ottawa, ON K1A 0H5

T: (613) 954-3946 F: (613) 954-5356

Mr. von Finckenstein is Assistant Deputy Minister (Business Law) and Counsel to Industry Canada responsible for the implementation of the Uruguay Round of the GATT. Prior to that he was Assistant Deputy Attorney General with the Department of Justice and Assistant Deputy Minister, Free Trade Policy in Operations in the Department of External Affairs and International Trade.

**SENIOR OFFICIALS**

Daniel Bellemare, Assistant Deputy Attorney General, Criminal Law

T: (613) 957-4756 F: (613) 954-2958

Peter E. Johnson, Chief Legislative Counsel,  
Legislation Branch

T: (613) 957-0013 F: (613) 957-7866

Richard G. Mosley, Chief Policy Counsel,  
Criminal and Social Policy

T: (613) 957-4725 F: (613) 941-4122

Ivan Whitehall, Chief General Counsel

T: (613) 957-4801

Ross Hornby, Director General  
General Legal Services

T: (613) 995-8724 F: (613) 995-7223

Gaston Jorré, Director General  
Tax Counsel Division

T: (613) 996-0941 F: (613) 992-2571

James Lyon, Director General  
Office of the Superintendent of Financial  
Institutions

T: (613) 990-7787 F: (613) 952-8219

J.E. Thompson, Assistant Deputy Attorney  
General, Civil Litigation

T: (613) 957-4840 F: (613) 941-1972

Dawn Nicholson-O'Brien, Director General,  
Communications and Consultation Branch

T: (613) 957-4221 F: (613) 941-2329



**Justice Canada**

**NATIONAL DEFENCE****ROLE AND RESPONSIBILITIES**

The Defence Services Program brings together the activities and the resources which enable the Department of National Defence and the Canadian Forces to carry out their defence roles. The military and civilian personnel of the Department provide the operational and related support capabilities needed to provide for the defence of Canada, to meet Canada's military commitments to the North Atlantic Alliance, and to contribute to international stability. In addition to its military roles, the Department of National Defence, in co-operation with Transport Canada, provides maritime and land search and rescue services and provides assistance to the Department of Fisheries and Oceans and to other government departments as required. The Department also provides assistance to provincial governments in the event of emergency or disaster, such as floods, forest fires or medical emergencies.

**FINANCIAL REQUIREMENTS BY PROGRAM**

(thousands of dollars)

	1994-95 Estimates	1993-94 Estimates
Maritime Forces	2,382,201	2,526,124
Land Forces	2,922,182	2,353,201
Air Forces	3,064,228	2,955,839
Joint Operations	285,235	***
Canadian Forces in Europe		851,917
Communications and Information Management	349,006	458,932
Support to the Personnel Function	944,172	1,259,270
Materiel Support	1,002,944	849,392
Policy Direction and Management Services	595,032	715,325
 Total	 11,545,000	 11,970,000

**DEPARTMENTAL MANAGEMENT**

## All Addresses:

National Defence Headquarters  
 MGen George R. Pearkes Building  
 101 Colonel By Drive  
 Ottawa ON K1A 0K2

**Robert Fowler, Deputy Minister**  
 T: (613) 992-4258 F: (613) 995-2028

On 19 May 1989, Mr. Fowler became Deputy Minister in the Department of National Defence (DND). His previous appointments include: Assistant Deputy Minister (Policy) in DND, and Assistant Secretary to the Cabinet (Foreign and Defence Policy), Privy Council Office.

**John de Chastelain**  
**Chief of the Defence Staff**  
 T: (613) 992-5054 F: (613) 992-3945

General de Chastelain is the Chief of the Defence Staff. General de Chastelain prior to this appointment was Canada's Ambassador in Washington, DC.

**Patrick O'Donnell**

**Vice Chief of the Defence Staff**

T: (613) 992-6052 F: (613) 995-8578

Lieutenant-General P.J. O'Donnell is currently the Vice Chief of the Defence Staff. He has been in that position since February 1, 1993.

**Lawrence Murray**

**Deputy Chief of the Defence Staff**

T: (613) 992-3355 F: (613) 945-7991

Vice-Admiral Murray is the Deputy Chief of the Defence Staff, a position he has held since February 1, 1993. Prior to this appointment Vice-Admiral Murray was the Associate Assistant Deputy Minister for Policy and Communications.

**R. N. Sturgeon**

**Senior Assistant Deputy Minister, Materiel**

T: (613) 992-6622 F: (613) 995-0028

Mr. Sturgeon became Senior Assistant Deputy Minister, Materiel in December 1992. His prior DND appointments include: Assistant Deputy Minister (Supply), Chief of Supply, and Director General Procurement and Supply.

**Kenneth Calder, Assistant Deputy Minister  
Policy and Communications**

T: (613) 992-3458 F: (613) 995-2876

Dr. Kenneth J. Calder became Assistant Deputy Minister (Policy and Communications) on 26 August 1991. Dr. Calder has also held the positions of Director General Policy and Planning and Director General Policy Coordination.

**John McLure, Assistant Deputy Minister  
Finance**

T: (613) 992-0359 F: (613) 995-5819

Mr. McLure joined DND in September 1989 as Assistant Deputy Minister, Finance. Prior to joining DND, Mr. McLure held a number of appointments within the former department of Regional Industrial Expansion, including ADM Native Economic Programs, and ADM Finance, Personnel and Administration.

**Paul Addy**

**Assistant Deputy Minister, Personnel**

T: (613) 992-7582 F: (613) 995-4519

Lieutenant-General Addy is the Assistant Deputy Minister (Personnel) at National Defence Headquarters. He has held his current position since February 1, 1993.

**J.L. Adams**

**Assistant Deputy Minister**

**Infrastructure and Environment**

T: (613) 945-7545 F: (613) 996-9527

Information not available.

**P. Lagueux**

**Assistant Deputy Minister (Supply)**

T: (613) 992-6523 F: (613) 992-1463

Information not available.

**D.J. Lindley**

**Associate Assistant Deputy Minister  
(Personnel)**

T: (613) 992-7443 F: (613) 995-4519

Information not available.

**Peter Cairns**

**Commander - Maritime Command**

Halifax NS B3K 2X0

T: (902) 427-2269 F: (902) 447-3240

Vice-Admiral Cairns is Commander of Maritime Command in Halifax, NS. He assumed his current appointment on July 7, 1992. His previous appointment was Commander Maritime Forces (Pacific).

**Gordon Reay**

**Commander - Land Force Command**

St. Hubert QC J3Y 5T5

T: (514) 462-7200 F: (514) 621-8924

Lieutenant-General Reay is Commander of the Land Force Command at St. Hubert, Quebec. Lieutenant-General Reay has been in his current appointment since January 8, 1993.

**Scott Clements**

**Commander - Air Command**

Westwin MB R3J 0T0

T: (204) 833-5368 F: (204) 257-6249

Lieutenant-General Clements was appointed to his current position on July 23, 1993. He is the Commander of Air Command at Winnipeg, MB.

**DIRECTORS GENERAL AND EQUIVALENTS**

**K.A. Peebles**

Chief Research and Development

T: (613) 996-2020 F: (613) 995-3402

**Dr. P. Bhartia**

Chief, Defence Research

Establishment Atlantic

T: (902) 426-3100X133 F: (902) 426-9654

**D. Bon, Director General**

Policy and Planning

T: (613) 992-0799 F: (613) 992-4751

**R.O. Burton Director General**

Procurement and Supply

T: (613) 992-5878 F: (613) 992-3342

**R. Cardinal, Director General**

Public Affairs

T: (613) 995-3427 F: (613) 995-2610

**Dr. T. Garrett Chief**

Defence Research Establishment Pacific

T: (604) 363-2867 F: (604) 363-2856

**Dr. J. Gilbert, Chief**

Defence Research Establishment, Valcartier

T: (418) 844-4301 F: (418) 844-4700

**N. Inglis, Chief**

Information Management Services

T: (613) 995-4185 F: (613) 992-1469

**Dr. G. Kimbell, Associate Chief**

Research and Development

T: (613) 996-7215 F: (613) 996-0038

**Dr. L.J. Leggat, Chief**

Defence Research Establishment, Ottawa

T: (613) 992-5947 F: (613) 996-5177

**Dr. J. Moldon, Chief**

Defence Research Establishment, Suffield

T: (403) 544-4655 F: (403) 544-3388

**Dr. B.J.M. Plant, Principal**

Royal Military College of Canada

T: (613) 541-6211 F: (613) 542-3565

**Dr. M.W. Radomski, Chief,**

Defence & Civil Institute

of Environmental Medicine

T: (416) 635-2030 F: (416) 635-2104

**E.L.B. Shipley, Acting Executive Director**

Emergency Preparedness Canada

T: (613) 991-7052 F: (613) 998-9589

**N.M. Wildgoose, Director General**

Policy Coordination

T: (613) 992-3712 F: (613) 992-4751

**D.K. Candline, Director General**

Personnel Relations

T: (613) 992-5311 F: (613) 992-8811

**Dr. R. Carrier, Principal**

Collège Militaire Royal de Saint Jean

T: (514) 358-6254

F: (514) 358-6799

**B. Guermonprez, Director General**

Materiel Services

T: (613) 992-7165 F: (613) 996-7471

**M. Hay, Director General**

Civilian Human Resource Management

T: (613) 992-2393 F: (613) 990-4988

**C. Kerr, Director General**

International and Industry Programs

T: (613) 992-8274 F: (613) 995-2305

**Dr. J.S. Mothersill, Principal**

Royal Roads Military College

T: (604) 363-4517 F: (604) 363-4513

**P.C. Skippon, Director General**

Program Evaluation

T: (613) 992-4717 F: (613) 992-0528

**Dr. R. Thomas, Director General**

Research and Development Policy

T: (613) 992-8395 F: (613) 996-0038

J.G. Van Adel, Director General  
 Audit  
 T: (613) 995-7792 F: (613) 992-0528

T.M. Williams, Director General  
 Supply Policy and Administration  
 T: (613) 992-5715 F: (613) 992-1463

C. Barrett, Director General  
 Classification and Organization  
 T: (613) 992-5668 F: (613) 995-4518

A.T. Downs, Director General  
 Environment  
 T: (613) 945-7547 F: (613) 992-9422

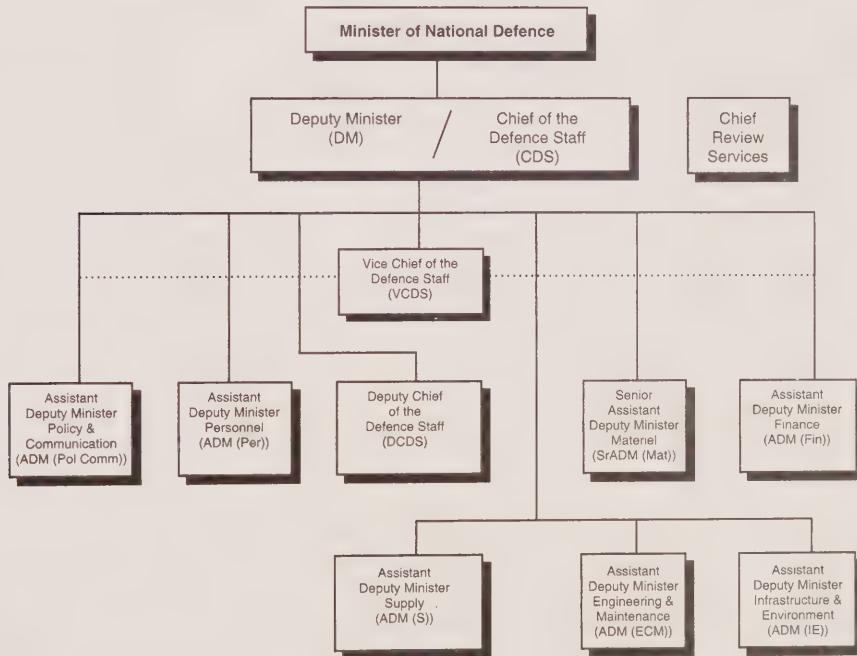
J.P. Lafrenière, Director General  
 Research and Development Services  
 T: (613) 992-6105 F: (613) 996-0038

J. Magny, Director General  
 Official Languages  
 T: (613) 945-7497 F: (613) 992-7930

M.B. McWhinney, Director General  
 Personnel Coordination  
 T: (613) 992-7173 F: (613) 992-3711

P. Milsom, A/Director General  
 Corporate Management Services  
 T: (613) 992-8486 F: (613) 996-9082

D. Olver, Acting Director General  
 Properties and Utilities  
 T: (613) 945-7831 F: (613) 995-1031



## National Defence

**NATURAL RESOURCES CANADA****ROLE AND RESPONSIBILITIES**

Natural Resources Canada (NRCan) is a scientific and economic Department concerned primarily with Canada's landmass and with promoting sustainable development and responsible use of Canada's mineral, energy, and forestry resources.

The Department pursues several priorities: making the Department more responsive and accountable to the Canadian public; development and international competitiveness of client industries; sustainable development of forest, energy, minerals, and metals activities; co-ordination of national forest, energy, and minerals and metals policy; maintenance and enhancement of environmental quality; health and safety of those associated with the mineral, energy, and forestry industries; security of supply of mineral and energy commodities; and Canada's sovereignty.

On the energy front, the Department maintains a special relationship with agencies that, along with NRCan, report to the Minister. These agencies include the National Energy Board, the Atomic Energy Control Board, Atomic Energy of Canada Limited, and the Energy Supplies Allocation Board.

**FINANCIAL REQUIREMENTS BY ACTIVITY**  
 (thousands of dollars)

	1994-95 Estimates	1993-94 Forecast
Forest	218,785	243,301
Energy	383,325	431,756
Mining	27,762	25,485
Mineral and Energy Technology	124,063	125,652
Geological Surveys	110,693	114,839
Surveying, Mapping and Remote Sensing	95,072	98,824
Administration	86,054	82,929
Total	824,969	879,485

**DEPARTMENTAL MANAGEMENT**

**Jean McCloskey**  
**Deputy Minister**  
 580 Booth Street, 21st floor  
 Ottawa ON K1A 0E4  
 Tel: (613) 992-3456 F: (613) 992-3828

Mrs. McCloskey was appointed Deputy Minister effective May 9, 1994. She was previously Associate Deputy Minister of Finance; President and CEO of Investment Canada; and, Assistant Deputy Minister with External Affairs and International Trade Canada.

**Jean Claude Mercier**  
**Special Advisor - Forestry**  
 Place Vincent Massey, 21st floor  
 351 St-Joseph Blvd., Hull QC K1A 0G5  
 Tel: (819) 996-3037 F: (819) 996-4516

Mr. Mercier was appointed Special Advisor - Forestry on August 5, 1993. Previously, he was the Deputy Minister of Forestry Canada.

**Chanel Boucher, Assistant Deputy Minister**  
580 Booth Street, 21st floor  
Ottawa ON K1A 0E4  
Tel: (613) 995-4243 F: (613) 992-8922

Mr. Boucher was appointed ADM, Corporate Services on August 5, 1993. Previously, he was Assistant Deputy Minister, Finance and Administration Sector, Energy, Mines and Resources.

**Yvan Hardy, Assistant Deputy Minister**  
Place Vincent Massey, 21st floor  
351 St-Joseph Blvd., Hull, QC K1A 0G5  
Tel: (819) 997-1107 F: (819) 953-3642

Mr. Hardy was appointed ADM, Forest Sector on August 5, 1993. Previously he was ADM, Operations at Forestry Canada and a former regional director general.

**David Oulton, Assistant Deputy Minister**  
580 Booth Street, 21st floor  
Ottawa ON K1A 0E4  
Tel: (613) 996-7848 F: (613) 992-1405

Mr. Oulton was appointed Assistant Deputy Minister of Energy in 1990 under the department of Energy, Mines and Resources and continues in that position. Previously, he was Director General of the Oil and Gas Branch at EMR.

**Ron Sully, Assistant Deputy Minister**  
580 Booth Street, 21st floor  
Ottawa ON K1A 0E4  
Tel: (613) 992-2490 F: (613) 996-7425

Mr. Sully was appointed Assistant Deputy Minister, Mining in August 1993. From 1986 until his current appointment, he was Assistant Deputy Minister, Mineral Policy Sector at Energy, Mines and Resources. Previously, he was Director General of the Energy Policy Sector at EMR.

**Hugh O'Donnell, Assistant Deputy Minister**  
580 Booth Street, 21st floor  
Ottawa ON K1A 0E4  
Tel: (613) 995-4449 F: (613) 995-0842

Mr. O'Donnell is ADM, Surveys, Mapping and Remote Sensing Sector (SMRSS), a position he has held since 1987 under the former EMR. Previously, Mr. O'Donnell was the Vice-

President of Marshall Macklin Monaghan Ltd. SMRSS is currently in the pilot phase of the transition towards Special Operating Agency status.

**Marc Denis Everell, Assistant Deputy Minister**  
580 Booth Street, 21st floor  
Ottawa ON K1A 0E4  
Tel: (613) 992-9983 F: (613) 992-8874

Mr. Everell has been ADM, Mineral and Energy Technology Sectors (METS) since 1987 under the former department of Energy, Mines and Resources. Previously, Mr. Everell was the Director General of the Quebec Government's Centre for Mineral Research.

**Ken Babcock, Assistant Deputy Minister**  
580 Booth Street, 21st floor  
Ottawa ON K1A 0E4  
Tel: (613) 992-5910 F: (613) 995-3082

Mr. Babcock has been Assistant Deputy Minister of the Geological Survey of Canada since 1988. He was previously Vice-President, Energy and Biotechnology, Alberta Research Council.

**Jag Maini, Special Advisor  
Sustainable Development**  
Place Vincent Massey, 21st floor  
351 St-Joseph Blvd.  
Hull, QC K1A 0G5  
Tel: (819) 997-1107 F: (819) 953-3642

Formerly ADM for Policy at Forestry Canada and Special Advisor to the Associate Deputy Minister with the Canadian Forestry Service, Mr. Maini was appointed Special Advisor on August 5, 1993.

#### DIRECTORS GENERAL AND EQUIVALENTS

##### Corporate Services Sector

G. Bethell, Director General  
Information Management Branch  
T: (613) 996-8261 F: (613) 996-2953

David Bickerton, Director General  
Financial Management Branch  
T: (613) 943-8763 F: (613) 992-8922

## The New Face of Government

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N. MacLeod, Director General  
Assets Management and  
Administrative Services Branch  
T: (613) 996-0981 F: (613) 996-1024

P.V. Conroy, Director General  
Human Resources Branch  
T: (613) 996-4008 F: (613) 995-0025

M. H. Gibeault, A/Director General  
Executive Coordination Branch  
T: (613) 996-4940 F: (613) 996-0478

G. O'Sullivan, Director General  
Communications Branch  
T: (613) 996-3355 F: (613) 996-9094

P. McLean, Acting Director General  
Incentives Operations Branch  
T: (613) 995-2757 F: (613) 992-5893

Dr. G.W. Bartram, Director General  
Corporate Regional Offices  
T: (613) 992-7355 F: (613) 996-2234

### **Geological Survey of Canada**

Dr. M.J. Berry, Director General  
Minerals and Continental Geoscience Branch  
T: (613) 995-4093 F: (613) 996-0986

Dr. R. Haworth, Director General  
Geophysics & Marine Geoscience Branch  
T: (613) 995-2340 F: (613) 996-6575

### **Canadian Forest Service**

Jacques Carette, Director General  
Industry, Trade & Technology  
T: (819) 997-1107 F: (819) 997-8697

Doug Ketcheson, Director General  
Policy & Economics  
T: (819) 997-1107 F: (613) 953-7048

Dr. Fred Pollett, Director General  
Science & Sustainable Development  
T: (819) 997-1107 F: (819) 994-3389

### **Energy Sector**

M. Cleland, Director General  
Energy Policy  
T: (613) 996-7669 F: (613) 947-3317

W.D. Jarvis, Director General  
Energy Efficiency and Alternative Energy  
T: (613) 995-0081 F: (613) 947-4120

T.W. Wallace, Director General  
Economic and Financial Analysis  
T: (613) 996-6952 F: (613) 996-7837

D.R. Whelan, Director General  
Frontier Lands Management Branch  
T: (613) 995-0138 F: (613) 943-2274

Dr. R. Morrison, Director General  
Electrical Energy Branch  
T: (613) 992-8370 F: (613) 995-0087

Dr. Vera Lafferty, Secretary General  
Siting Task Force - Low Level Radioactive  
Waste Management  
T: (613) 995-3539 F: (613) 996-6206

M. Maurice Ruel, Director General  
T: (613) 995-0042 F: (613) 992-8738

### **Mineral and Energy Technology Sector**

B.D. Cook, Director General  
Office of Energy Research and Development  
T: (613) 995-8860 F: (613) 995-6146

Jacques Ferron, Director General  
Policy Planning and Services  
T: (613) 995-4179 F: (613) 995-6881

Dr. J.T. Jubb, Director General  
Strategy and Priorities Branch  
T: (613) 992-3371 F: (613) 992-8874

Dr. D. Strange, Director General  
Energy Efficiency and Alternative Energy  
T: (613) 996-8109 F: (613) 996-9416

### **Mining Sector**

W.J. McCann, Director General  
Mineral Strategy  
T: (613) 995-7029 F: (613) 992-8581

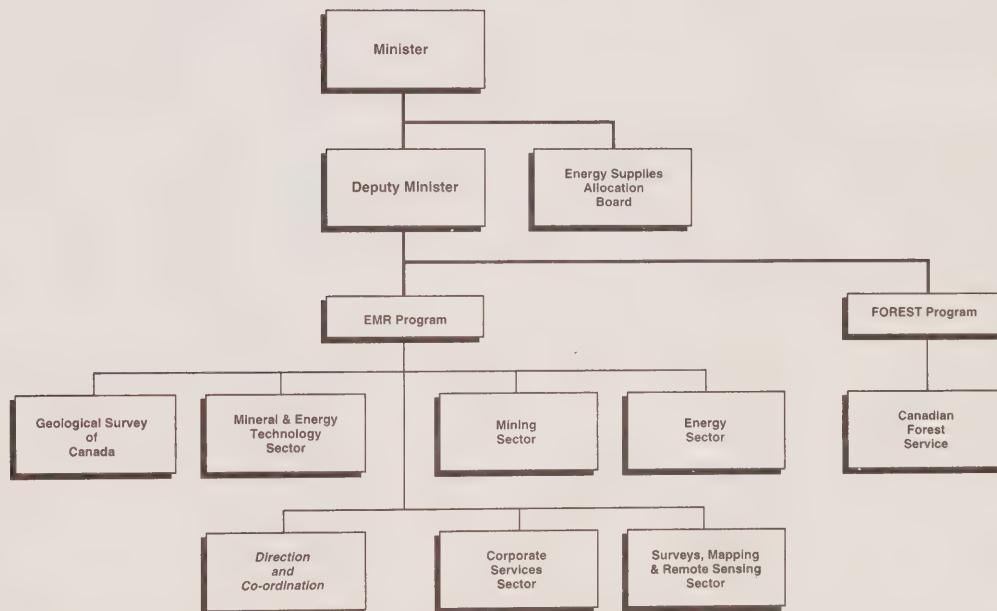
G.R. Peeling, Director General  
Mineral & Metals Commodities  
T: (613) 992-4482 F: (613) 943-8450

K. J. Brewer, Director General  
Economic and Financial Analysis  
T: (613) 992-2662 F: (613) 943-8453

E. Shaw, Director General  
Policy, Planning and Services  
T: (613) 996-9551 F: (613) 943-8838

**Surveys, Mapping and Remote Sensing  
Sector**

Dr. L. Sayn-Wittgenstein, Director General  
Canada Centre for Remote Sensing  
T: (613) 947-1222 F: (613) 947-1382



**Natural Resources Canada**

## PRIVY COUNCIL OFFICE

### ROLE AND RESPONSIBILITIES

The Privy Council Office (PCO) is a department of government that provides public service support to the Prime Minister and to Ministers within the Prime Minister's portfolio and to the Cabinet. Under the direction of the Clerk of the Privy Council and the Secretary to the Cabinet, the PCO supports the Prime Minister and the Cabinet to facilitate the smooth and effective operation of the Government of Canada. Its 1994-95 budgetary main estimates (thousands of dollars) are 48,865.

### DEPARTMENTAL MANAGEMENT

#### **Jocelyne Bourgon**

##### **Clerk of the Privy Council and Secretary to the Cabinet**

Langevin Block, 80 Wellington Street

Ottawa ON K1A 0A3

T: (613) 957-5400 F: (613) 957-5729

Mrs. Bourgon was appointed Clerk of the Privy Council and Secretary to the Cabinet in March 1994. She previously served as Deputy Minister of Transport, President of the Canadian International Development Agency and Secretary to the Cabinet for Federal-Provincial Relations and Deputy Minister of Consumer and Corporate Affairs.

#### **Margaret Bloodworth**

##### **Deputy Clerk**

Security and Intelligence, and Counsel

Box 309, Postal Station B, 59 Sparks Street

Ottawa ON K1A 0A3

T: (613) 957-5696 F: (613) 957-5277

Ms. Bloodworth was appointed Deputy Clerk effective May 31. Previously, she was Assistant Secretary to the Cabinet, Legislation and House Planning and Counsel with the Privy Council. From 1988 to 1989, she was Director General, Dispute Resolution Branch, National Transportation Agency of Canada.

#### **Ronald L. Bilodeau**

##### **Deputy Minister and Associate Secretary**

to the Cabinet, Intergovernmental Relations  
155 Queen Street, 5th floor

Ottawa ON K1A 1K2

T: (613) 947-5695 F: (613) 943-1857

Mr. Bilodeau was appointed Deputy Minister and Associate Secretary on May 9, 1994. He was formerly the Deputy Minister for Natural Resources, Energy, Mines and Resources (EMR) prior to the government reorganization and was previously Deputy Secretary to the Cabinet (Operations) at the Privy Council Office.

#### **Suzanne Hurtubise**

##### **Deputy Secretary to the Cabinet**

##### **Plans and Consultations**

Langevin Block, 80 Wellington Street

Ottawa ON K1A 0A3

T: (613) 957-5465 F: (613) 957-5089

Ms. Hurtubise is Deputy Secretary to the Cabinet, Plans and Consultations. This branch advises the Prime Minister and the Clerk of the Privy Council on government-wide strategic policy and planning issues. This includes issues related to the management of the federation and the Constitution, aboriginal affairs, economic and financial matters, and support for the President of the Privy Council as Minister of Intergovernmental Affairs and the Interlocutor for Métis and Non-Status Indians.

#### **Nicholas d'Ombrain**

##### **Deputy Secretary to the Cabinet**

##### **Machinery of Government and Senior Personnel**

Langevin Block, 80 Wellington Street

Ottawa ON K1A 0A3

T: (613) 957-5495 F: (613) 957-5034

Mr. d'Ombrain is Deputy Secretary to the Cabinet, Machinery of Government and Senior Personnel. Previously, he served as Assistant Secretary to Cabinet, Machinery of Government

and Assistant Secretary to the Cabinet for Security and Intelligence.

**Ian Bennett, Deputy Secretary to the Cabinet Operations**

Langevin Block, 80 Wellington Street  
Ottawa ON K1A 0A3  
T: (613) 957-5418 F: (613) 957-5034

Mr. Bennett is Deputy Secretary to the Cabinet, Operations. Prior to his current appointment, he served as Senior Assistant Deputy Minister, Tax Policy for the Department of Finance.

**Russell Robinson  
Deputy Secretary to the Cabinet Government Renewal**

Heritage Place, 155 Queen Street  
Ottawa ON K1A 0A3  
T: (613) 943-2042 F: (613) 943-1857

Mr. Robinson was appointed Deputy Secretary to the Cabinet, Government Renewal in December 1993. The Government Renewal Secretariat coordinates the work to improve the efficiency of the federation, including examination of overlap and duplication within the federal government and between the federal and provincial governments, and to clarify federal roles and responsibilities in relation to other orders of government.

**Ian Clark, Senior Advisor**  
Suite 820, 90 Sparks St., Ottawa ON K1A 0A3  
T: (613) 993-5215 F: (613) 998-9071

On May 3, 1994 Mr. Clark was appointed Senior Advisor pending an appointment to the International Monetary Fund later this year. Mr. Clark was formerly Secretary of the Treasury Board and Comptroller General. Prior to that, he was Deputy Minister of Consumer and Corporate Affairs.

**ASSISTANT SECRETARIES TO THE CABINET**

**Jim Bartleman**  
Assistant Secretary to the Cabinet  
Foreign and Defence Policy  
T: (613) 957-5476 F: (613) 957-5499

**Jane Billings**  
Assistant Secretary to the Cabinet  
Government Operations and Labour Relations  
T: (613) 957-5240 F: (613) 957-5003

**Gary Breen**  
Assistant Secretary to the Cabinet  
Communications and Consultation  
T: (613) 957-5426 F: (613) 957-5154

**Michael Horgan**  
Assistant Secretary to the Cabinet  
Priorities and Planning  
T: (613) 957-5462 F: (613) 957-5017

**Florence levers**  
Assistant Secretary to the Cabinet  
Intergovernmental Affairs  
T: (613) 957-5335 F: (613) 957-5750

**Ron Jackson**  
Assistant Secretary to the Cabinet  
Senior Personnel Management  
T: (613) 957-5293 F: (613) 957-5006

**Nicole Jauvin**  
Assistant Secretary to the Cabinet  
Security and Intelligence  
T: (613) 957-5275 F: (613) 957-5018

**Marc Lafrenière**  
Assistant Secretary to the Cabinet  
Aboriginal Affairs  
T: (613) 992-2334 F: (613) 992-2343

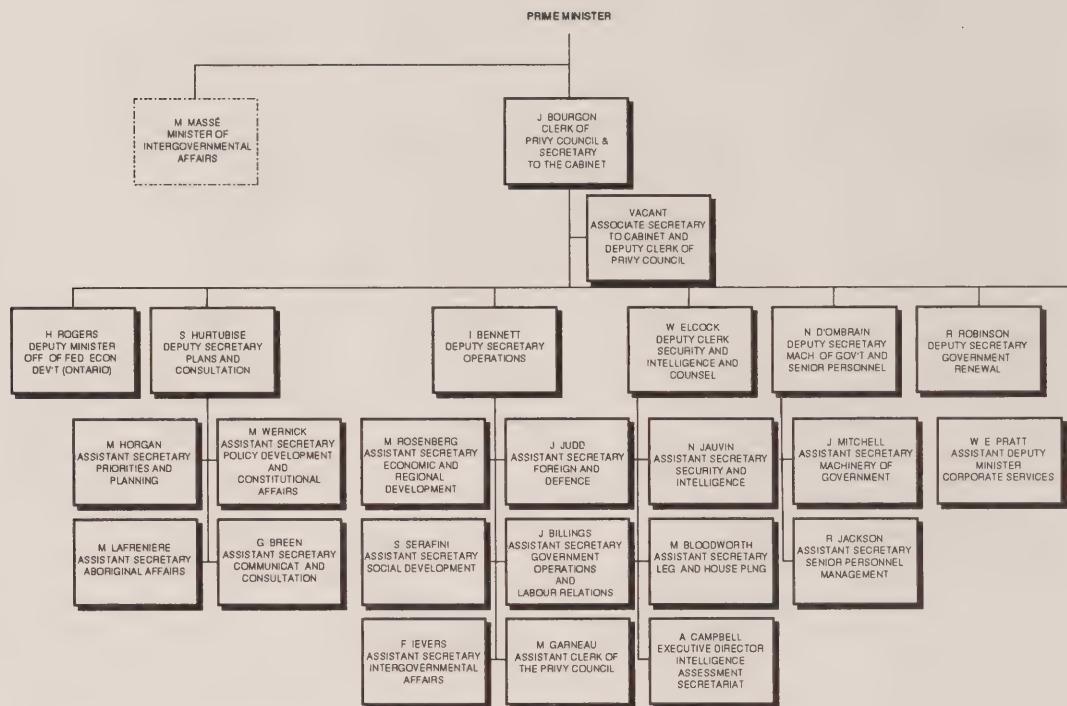
**James Mitchell**  
Assistant Secretary to the Cabinet  
Machinery of Government  
T: (613) 957-5491 F: (613) 957-5034

**Morris Rosenberg**  
Assistant Secretary to the Cabinet  
Economic and Regional Development  
T: (613) 957-5368 F: (613) 957-5007

**Shirley Serafini**  
Assistant Secretary to the Cabinet  
Social Development  
T: (613) 957-5446 F: (613) 957-5445

**Michael Wernick**  
Assistant Secretary to the Cabinet  
Policy Development and Constitutional Affairs  
T: (613) 957-5323 F: (613) 957-5021

**David R. Zussman**  
Assistant Secretary to the Cabinet  
Program Review  
T: (613) 957-5430 F: (613) 957-5301



### Privy Council Office

**PUBLIC WORKS AND GOVERNMENT SERVICES CANADA****ROLE AND RESPONSIBILITIES**

Public Works and Government Services Canada is the major provider of central and common services to the Government of Canada. The Department was created in June 1993 through the amalgamation of Public Works Canada, Supply and Services Canada, the Government Telecommunications Agency (Communications Canada) and the Translation Bureau (Secretary of State of Canada).

The Department carries out certain central administrative functions on behalf of the federal government, such as the Receiver General for Canada function, central accounting and reporting, compensation services and the provision of office space. The use of these functions is normally mandatory for federal departments and agencies.

The Department also provides common services to government departments and agencies in support of their program objectives. These services include a great variety of specialties, such as realty, architectural and engineering, translation and interpretation, information management and communications services, the acquisition of goods and services, the supply of stocked items, Crown assets distribution and the development and application of standards.

**FINANCIAL REQUIREMENTS BY ACTIVITY**  
 (thousands of dollars)

	1994-95 Estimates	1993-94 forecast
Services Program	22,775	32,480
Real Property Program	1,676,648	1,684,080
Supply and Services Program	603,585	650,827
Crown Corporations Program	3,000	25,900
Total	2,306,008	2,393,287

**DEPARTMENTAL MANAGEMENT****Ronald Quail, Deputy Minister**

Place du Portage, Phase III, Room 17A1  
 Hull QC K1A 0S5  
 T: (819) 956-1706 F: (819) 956-8280

Mr. Quail was appointed Deputy Minister in June 1993. He had been Deputy Minister of Public Works Canada since February 1993 and, at the time of his appointment, was appointed concurrently as Deputy Minister of Supply and Services Canada. From 1990 to 1993, he was Associate Deputy Minister, Transport Canada, and Commissioner, Canadian Coast Guard. Prior to that, he was Assistant Deputy Minister, Marine in Transport Canada.

**Reg Evans, Assistant Deputy Minister**

**Real Property Branch**  
 Sir Charles Tupper Building  
 Riverside Drive and Heron Rd., Room 7D  
 Ottawa ON K1A 0M2  
 T: (613) 736-2876 F: (613) 736-3120

Mr. Evans has been an Assistant Deputy Minister since 1992. Previously, he was Senior Assistant Deputy Minister, Justice Legal Services and was Assistant Deputy Minister, Commercial and Property Law. Prior to that, he was General Counsel and Corporate Secretary for Supply and Services.

**Richard Neville, Assistant Deputy Minister  
Corporate Services Branch**

Place du Portage, Phase III, Room 9A1  
Hull QC K1A 0S5  
T: (819) 956-1715 F: (819) 956-6821

Mr. Neville was formerly Assistant Deputy Minister, Finance and Administration at Supply and Services Canada. He joined the Department in 1979, holding several positions including that of Comptroller.

**Art Silverman, Assistant Deputy Minister  
Supply Operations Service Branch**

Place du Portage, Phase III, 9C1  
Hull QC K1A 0S5  
T: (819) 956-1727 F: (819) 953-1058

Prior to his current appointment, Mr. Silverman was Assistant Deputy Minister, Corporate Management at Fisheries and Oceans. He was also a Senior Assistant Deputy Minister, Ottawa, Liaison Office for Western Economic Diversification and former Assistant Deputy Minister, Finance and Professional Services at Indian and Northern Affairs.

**Jim Stobbe, Assistant Deputy Minister  
Government Operational Service Branch**  
Place du Portage, Phase III, 13A1  
Hull QC K1A 0S5  
T: (819) 956-2871 F: (819) 956-7583

Mr. Stobbe is Assistant Deputy Minister, Government Operational Service Branch. He joined Supply and Services Canada as Director General, Accounting, Banking and Compensation in 1988 and was later Director General Financial Services at Employment and Immigration.

**Michael Nurse, Assistant Deputy Minister  
Human Resources Branch**  
Place du Portage, Phase III, 1B3  
Hull QC K1A 0S5  
T: (819) 956-1747 F: (819) 956-7724

Prior to his current appointment, Mr. Nurse was Director General, Human Resources, Public Works Canada and formerly the Director General of Corporate Policy, Planning and Administration as well as Market-based Charging and Revenue Dependency at Public Works. During a period at Veteran's Affairs, Mr. Nurse

coordinated that Department's move to Prince Edward Island.

**Richard Vanier, Assistant Deputy Minister  
Architectural and Engineering Services  
Branch**

Sir Charles Tupper Bldg.  
Riverside Drive, 5th Floor Tower C  
Ottawa ON K1A 0M2  
T: (613) 736-2882 F: (613) 736-2789

Mr. Vanier assumed the duties of Assistant Deputy Minister in 1990 under the former Public Works Canada. Previously, he was a consultant for the *Société de transport de la rive sud de Montréal*. Prior to that, he was Director of Public Works for the City of Montreal.

**Brian J. Veinot, Assistant Deputy Minister  
Realty Services Branch**

Sir Charles Tupper Bldg.  
Riverside Drive, 4th Floor, Tower C  
Ottawa ON K1A 0M2  
T: (613) 736-2879 F: (613) 736-2002

Mr. Veinot was appointed Assistant Deputy Minister, Realty Services in 1993, continuing responsibilities he was appointed to in 1990. Previously, he was Senior Assistant Deputy Minister, Corporate Management and Senior Assistant Deputy Minister, Planning and Special Projects at Public Works Canada.

**Roger Gagnon  
Assistant Deputy Minister  
Translation Services Branch**  
25 Eddy Street, Room 12G5  
Hull QC K1A 0S5  
T: (819) 997-8825 F: (819) 997-9227

Mr. Gagnon was formerly an Assistant Deputy Minister of Lands, Revenues and Trusts and a former Assistant Deputy Minister of Self-Government at Indian and Northern Affairs. He was also a former Assistant Deputy Minister of the Bureau of Corporate Affairs and Director General of Corporate Policy, Consumer and Corporate Affairs Canada.

**Norman Manchevsky, Chief Executive Officer  
Canada Communication Group**  
45 Sacré-Coeur Blvd.  
Hull QC K1A 0S5  
T: (819) 997-5321 F: (819) 997-8863

Mr. Manchevsky is Chief Executive Officer of the Canada Communication Group, a Special Operating Agency. Before being appointed to his current position, Mr. Manchevsky held a variety of positions with Supply and Services Canada, including Director General, Communications Services; Director, Planning Analysis; and Control Systems Advisor, Commercial Supply Service.

**Lynne Pearson**  
**Chief Executive Officer**  
**Consulting and Audit Canada**  
Place de Ville, Tower B  
112 Kent Street, 22nd floor  
Ottawa ON K1A 0S5  
T: (613) 996-0231 F: (613) 990-7503

Ms. Pearson was appointed to her current position on August 4, 1993. Prior to this, Ms. Pearson was Executive Director, Training Programs Branch at the Public Service Commission. From 1987 to 1988, she was Assistant Deputy Minister, Saskatchewan Region at the Department of Western Economic Diversification.

**Philip M. McLellan**  
**Chief Executive Officer**  
**Government Telecommunications and Informatics Services (GTIS) Branch**  
Place du Portage, Phase III, 6A1  
Hull QC K1A 0S5  
T: (819) 956-2632 F: (819) 956-4986

Mr. McLellan is the Assistant Deputy Minister of Government Telecommunications and Informatics Services. He is responsible for providing telecommunications services and infrastructure for government as well as internal and external information management and technology services. He is leading the integration of informatics and telecommunications and the establishment of GTIS as a Special Operating Agency.

**René Guindon, Second in Command**  
**Government Telecommunications and Informatics Services**  
Journal Tower North  
Room 1006, 300 Slater St.  
Ottawa ON K1A 0C8  
T: (613) 990-2314 F: (613) 957-8836

Mr. Guindon was appointed Second in Command of the Government Telecommunications and Informatics Services in August 1993. Prior to this, he was Director General, Canadian Workplace Automation Research Centre and Regional Director, Quebec Region and Director of Broadcasting Regulations at Communications Canada.

**Douglas Patriquin**  
**Executive Vice-President**  
**Canadian Commercial Corporation**  
50 O'Connor St., 11th floor  
Ottawa ON K1A 0S6  
T: (613) 996-0042 F: (613) 992-2134

Mr. Patriquin was appointed Executive Vice-President on August 4, 1993. Mr. Patriquin has held a number of senior positions in federal, provincial and territorial government departments. Prior to his current position, he was Assistant Secretary to the Treasury Board Secretariat responsible for the Crown Corporations Directorate.

#### **Directors General and Equivalents**

Frank Brodie, Senior General Counsel  
Legal Services  
T: (819) 956-0993 F: (819) 953-3974

Norman Steinberg, Director General  
Audit and Evaluation Branch  
T: (819) 956-2971 F: (819) 956-5868

Micheline Charlebois-McKinnon  
Director General, Communications Branch  
T: (819) 956-2304 F: (819) 994-8404

Mike Dempster, Regional Director General  
Atlantic Region  
T: (902) 496-5425 F: (902) 496-5041

René Crête, Regional Director General  
Quebec Region  
T: (514) 496-3738 F: (514) 496-3744

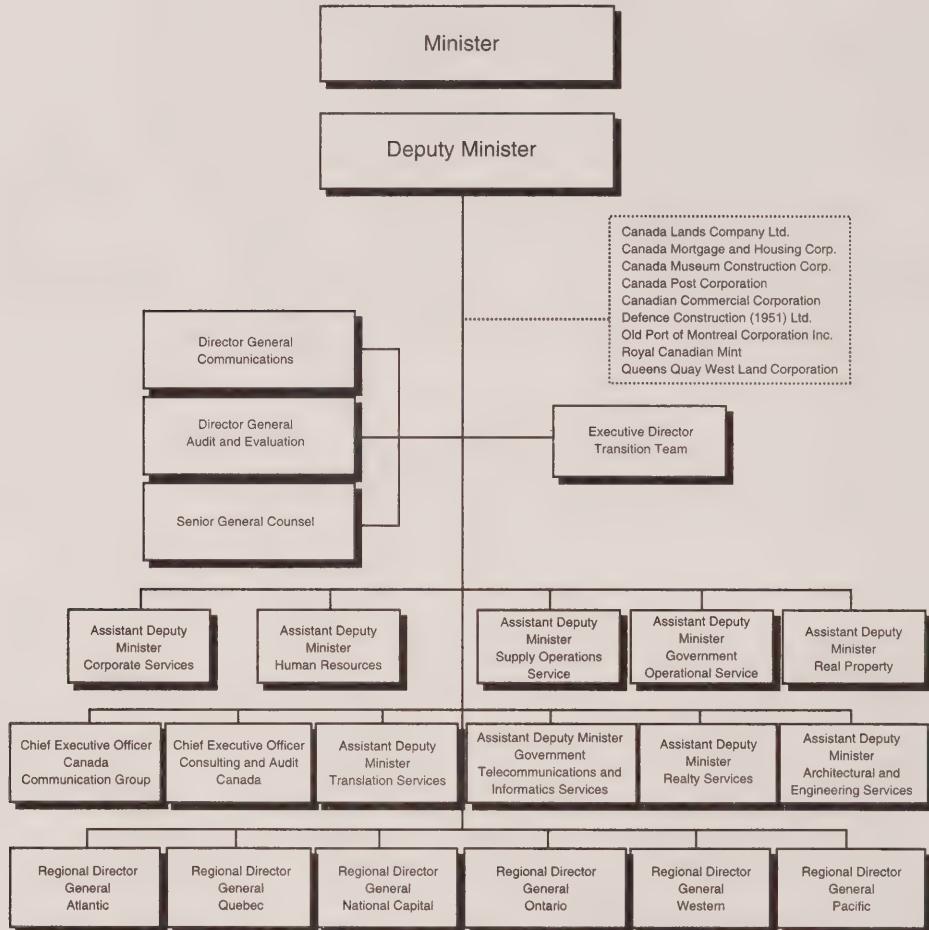
Susanne Borup, Regional Director General  
Ontario Region  
T: (416) 512-5610 F: (416) 512-5615

Germain Matthieu, Regional Director General  
National Capital Region  
T: (819) 775-4001 F: (819) 775-7705

## The New Face of Government

**Earl Bauckman, Regional Director General**  
Western Region  
T: (403) 497-3550 F: (403) 497-3562

**Bonnie Mackenzie, Regional Director General**  
Pacific Region  
T: (604) 666-6983 F: (604) 666-0398



## Public Works and Government Services Canada

## REVENUE CANADA CUSTOMS, EXCISE AND TAXATION

### ROLE AND RESPONSIBILITIES

The Department of National Revenue operates two programs, Customs and Excise, and Taxation, under the direction of the Minister of National Revenue.

The Department is responsible for administering Canadian tax, border, and trade policies. It collects: federal income tax; personal income tax on behalf of all provinces except Quebec; corporate income tax on behalf of all provinces except Alberta, Ontario and Quebec; the Goods and Services Tax (GST) in all provinces except Quebec; commodity taxes, Excise duties and import levies; provincial sales, alcohol and tobacco taxes at the border on behalf of certain provinces; employee and employer contributions under the *Canada Pension Plan*; and employee and employer premiums for Unemployment Insurance.

Revenue Canada also oversees various federal and provincial tax credit programs, and is responsible for trade-policy administration and for protecting Canadian society against the illegal movement of goods and people across Canada's borders.

### PROGRAM BY ACTIVITIES (thousands of dollars)

	1994-95 Estimates	1993-94 Forecast
<b>Customs and Excise</b>		
Excise	349,201	461,890
Customs	443,114	453,114
Corp. Admin.	129,782	139,595
Total	922,097	1,054,599
<b>Taxation</b>		
Assistance to Taxpayers and Assessment of Returns	425,072	448,193
Post-Assessing Compliance Programs	307,048	298,259
Collections and Instalments	222,418	220,381
Appeals	49,069	42,941
Administration and EDP Services	383,479	411,099
Revenues Credited to the Vote	102,011	95,752
Total	1,285,075	1,325,121

### DEPARTMENTAL MANAGEMENT

**Pierre Gravelle, Deputy Minister**  
 Macdonald Building, Room 1102  
 123 Slater Street  
 Ottawa ON K1A 0L8  
 T: (613) 957-3688 F: (613) 952-1547

Mr. Gravelle was appointed Deputy Minister of National Revenue, Taxation on August 10, 1987. He was appointed concurrently Deputy Minister of National Revenue, Customs and Excise on October 1, 1992. From 1985 to 1987, he held the position of Associate Secretary to the Treasury Board.

**Sheila Batchelor, Assistant Deputy Minister  
Customs Programs**  
Connaught Building, 4th Floor  
555 Mackenzie Avenue  
Ottawa, ON K1A 0L5  
T: (613) 954-7400 F: (613) 954-2509

Ms. Batchelor is Assistant Deputy Minister, Customs Programs. She has held this position since 1987. Previous appointments include Director and Assistant Director of the Tariffs Division of the Department of Finance.

**Robert Beith  
Assistant Deputy Minister, Appeals**  
88 Metcalfe Street, 10th Floor  
Ottawa ON K1A 0L5  
T: (613) 957-2080 F: (613) 957-7476

Mr. Beith was originally appointed to the position of Assistant Deputy Minister, Appeals, and Senior Advisor to the Deputy Minister in 1993. Mr. Beith has held a number of positions with Revenue Canada, Taxation, including Director General, Appeals Branch and Director General, Corporate Rulings Directorate.

**William Crandall, Assistant Deputy Minister  
Finance and Administration**  
88 Metcalfe Street, Room 801  
Ottawa ON K1A 0L5  
T: (613) 957-8753 F: (613) 957-7594

Mr. Crandall is Assistant Deputy Minister, Finance and Administration. He was appointed to this position on August 28, 1989. Previous appointments include Director of the External Affairs, Defence, Environment and Culture Division at the Treasury Board Secretariat, and Director of the Estimates Division at the Treasury Board Secretariat.

**Peter Harrison, Assistant Deputy Minister  
Human Resources**  
200 Laurier Avenue West, 8th Floor  
Ottawa ON K1A 0L5  
T: (613) 954-8200 F: (613) 941-5457

Mr. Harrison is the ADM, Human Resources. His previous positions include Assistant Secretary of Priorities and Planning, Privy Council Office, and Director General of Economic Development, Policy Branch of the Department of Finance.

**Allan Cocksedge, Executive Director  
Customs Review Task Force**  
Sir Richard Scott Building, 6th Floor  
191 Laurier Avenue West  
Ottawa ON K1A 0L5  
T: (613) 952-1936 F: (613) 952-1812

Mr. Cocksedge is the Executive Director, Customs Review Task Force. Previous appointments include Assistant Deputy Minister of Tourism, Industry, Science and Technology Canada, and Secretary General, Canadian Human Rights Committee.

**Mike Burpee, Assistant Deputy Minister  
Excise/GST**  
Place Vanier, Tower C, 10th Floor  
25 McArthur Avenue  
Ottawa ON K1A 0L5  
T: (613) 954-6144 F: (613) 954-4434

Mr. Burpee is Assistant Deputy Minister of Excise/GST, a position he held previously on an acting basis since June 1992. He was previously Director General of Excise Operations and Director General of Excise Programs.

**Richard Manicom, Assistant Deputy Minister  
Information Technology**  
875 Heron Road, Suite 5140  
Ottawa ON K1A 0L8  
T: (613) 954-8983 F: (613) 957-9058

Information not available.

**Martha E. Hynna, Q.C., Assistant Deputy  
Minister, Customs Operations Branch**  
Connaught Building, 4th Floor  
555 Mackenzie Ave., Ottawa ON K1A 0L5  
T: (613) 954-7221 F: (613) 952-6752

Mrs. Hynna has been the Assistant Deputy Minister, Customs Operations Branch since November 1992. Previous appointments include Secretary General of the Canadian Human Rights Commission and Executive Director of Employment Services, Employment and Immigration Canada.

**Denis Lefebvre, Assistant Deputy Minister  
Legislative and Intergovernmental Affairs**  
Macdonald Building, Room 1018  
123 Slater Street, Ottawa ON K1A 0L8  
T: (613) 957-2044 F: (613) 954-0896

Mr. Lefebvre was appointed Assistant Deputy Minister, Legislative and Intergovernmental Affairs Branch in August, 1990. His previous positions include General Counsel of the Trade Negotiations Office and Assistant Deputy Attorney General, Tax Law, Department of Justice.

**Robert Roy, Assistant Deputy Minister**

**Taxation Programs**

Macdonald Building, Room 1104  
123 Slater Street  
Ottawa ON K1A 0L8  
T: (613) 957-3709 F: (613) 952-6772

Mr. Roy retains his position of Assistant Deputy Minister, Taxation Programs. He has held this position since 1988. Previous to this position, he was Director of Taxation at the Vancouver District Office.

*The following five Regional ADMs are responsible for leading the activities of eight Taxation Centres, 38 District Taxation Offices, the International Taxation Office, and numerous Tax Clinics located in the Atlantic, Quebec, Central, Ontario and Western regions. Local directors are responsible for the implementation and delivery of all programs assigned to field offices in a manner consistent with established policies.*

**Ruby Howard, Assistant Deputy Minister**

**Ontario Region**

148 Fullarton Street, Suite 909  
London ON N6A 5P3  
T: (519) 645-4360 F: (519) 675-3179

Information not available.

**Kent McLean, Assistant Deputy Minister**

**Central Region**

38 Auriga Drive, Suite 8  
Nepean ON K2E 8A5  
T: (613) 952-1676 F: (613) 954-3102

Mr. McLean retains his position of Assistant Deputy Minister, Central Region. He was acting Assistant Deputy Minister of the Atlantic Region from August 1, 1990 to February 8, 1991, and was appointed Assistant Deputy Minister, Central Region effective February 11, 1991.

**Serge Bastien, Assistant Deputy Minister**  
**Quebec Region**

Guy Favreau Complex, West Tower, Room 917  
200 René-Lévesque Boulevard West  
Montréal QC H2Z 1X4  
T: (514) 283-2464 F: (514) 283-4668

Mr. Bastien was appointed as Assistant Deputy Minister, Quebec Region in 1991. He previously served as Director General, Operations for the Quebec Region at Employment and Immigration.

**Dan Tucker, A/Assistant Deputy Minister**  
**Atlantic Region**

2000 Barrington Street, Room 800  
Halifax NS B3J 3K1  
T: (902) 426-6370 F: (902) 426-4073

Mr. Tucker is acting Assistant Deputy Minister, Atlantic Region. Previous appointments include Regional Collector, Revenue Canada Customs, Atlantic Region.

**Arthur Stubel**  
**A/Assistant Deputy Minister**  
**Western Region**

220 - 4th Avenue Southeast, Room 570  
Calgary AB T2G 4X3  
T: (403) 292-4277 F: (403) 292-4075

Mr. Stubel remains as acting Assistant Deputy Minister, Western Region. From 1985 to 1992, he held the position of Director, Calgary District Office. From 1978 to 1985, he was Director of the Winnipeg District Office.

**DIRECTORS GENERAL AND EQUIVALENTS**

JoAnne Cohen Sulzenko, Director General  
Corporate Affairs Branch  
T: (613) 957-3695 F: (613) 954-6042

Larry Gordon, Director General  
Communications Branch  
T: (613) 957-0273 F: (613) 954-7955

Charles MacNab, Senior General Counsel  
T: (613) 957-2358 F: (613) 957-2371

### **Customs Operations Branch**

Earle Warren, Director General  
Commercial Operations Directorate  
T: (613) 954-7190 F: (613) 952-6752

Bill LeDrew, Director General  
Enforcement Directorate  
T: (613) 954-6431 F: (613) 990-2858

Claire Veinotte, Director General  
Management Services Directorate  
T: (613) 954-7280 F: (613) 954-1997

Rob Tait, Director General  
Travellers Directorate  
T: (613) 954-6368 F: (613) 998-5584

### **Customs Programs Branch**

Brian Brimble, Director General  
Anti-Dumping and Countervailing Division  
T: (613) 954-7269 F: (613) 954-2510

John F. Shearer, Director General  
Tariff Programs Division  
T: (613) 954-6990 F: (613) 954-0828

### **Taxation Programs Branch**

George W. Venner, Director General  
Assessment of Returns Directorate  
T: (613) 957-7497 F: (613) 941-2090

Hélène Beauchemin, Director General  
Client Assistance Directorate  
T: (613) 957-9362 F: (613) 941-5100

Carole Gouin-Toussaint, Director General  
International Tax Programs Directorate  
T: (613) 952-7472 F: (613) 941-9673

Lyn P. Mancino, A/Director General  
Revenue Collection Programs Directorate  
T: (613) 954-1269 F: (613) 954-1438

### **Excise/GST Branch**

Brian Burke, Director General  
Appeals Directorate  
T: (613) 954-9993 F: (613) 952-7814

Stu Watson, Director General  
Excise Operations --  
Research & Development  
T: (613) 954-5745 F: (613) 954-0396

Bill McCloskey, Director General  
Policy & Legislation  
T: (613) 952-9198

Elizabeth Shaver, Director General  
Management Services Directorate  
T: (613) 954-7303 F: (613) 952-2008

Louis Lévesque, Director General  
GST Human Resources  
T: (613) 954-0111 F: (613) 941-3860

### **Finance and Administration Branch**

Suzanne Parent, Director General  
Capital Assets Programs Directorate  
T: (613) 954-8330 F: (613) 998-6414

Stephen Rigby, Director General  
Corporate Planning Directorate  
T: (613) 954-6256 F: (613) 941-0189

Wayne Morris, Director General  
Laboratory and Scientific Services Directorate  
T: (613) 954-2200 F: (613) 952-7825

John Kowalski, Director General  
Resource Management Directorate  
T: (613) 952-3660 F: (613) 954-4199

### **Human Resources Branch**

Maureen T. Griffin, Director General  
Centre for Career Development  
T: (613) 998-9173 F: (613) 998-5805

Brian Jones, A/Director General  
Revenue Canada College (Rigaud)  
T: (514) 451-6711 F: (514) 451-0144

Mary Becket, Director General  
Systems & Administration Division  
T: (613) 941-1930 F: (613) 941-4934

John S. McKennirey, Director General  
Staff Relations and Compensation Division  
T: (613) 941-4004 F: (613) 954-1469

Luce Ratté, A/Director General  
Human Resources Services  
T: (613) 941-1303 F: (613) 954-0812

Robert Gagné, Director General  
Excise, Ottawa  
T: (613) 991-3857 F: (613) 998-7725

#### **Information Technology Branch**

J. Alan Landsberg, Director General  
Client Identification & Returns Processing  
Directorate  
T: (613) 954-8995 F: (613) 941-2207

Phil Zerr, Regional Collector  
Customs, Ottawa  
T: (613) 991-0566 F: (613) 957-9080

J. Pat Beynon, Director General  
Compliance & Information Systems Directorate  
T: (613) 954-9039 F: (613) 941-2257

Leon J. Kluger, Director General  
Excise, Toronto  
T: (416) 954-0115 F: (416) 954-0110

R.J. (Dick) Sansom, Director General  
Development Support Directorate  
T: (613) 954-9405 F: (613) 941-2257

John G. MacDonald, Regional Collector  
Customs, Toronto  
T: (416) 973-8260 F: (416) 973-7023

Susan Brown, Director General  
Revenue & Accounting Systems Directorate  
T: (613) 994-1233 F: (613) 953-6310

Gloria Reid, Regional Collector  
Customs, Hamilton  
T: (905) 308-8697 F: (905) 308-8700

Gord Peters, Director General  
Strategic Planning & Management Services  
T: (613) 941-3505 F: (613) 941-3799

John Bouskill, A/Director General  
Excise, Southwestern (Ontario)  
T: (519) 645-4145 ext. 300 F: (519) 645-5951

Jill Velenosi, Director General  
Technology Operations & Client Support  
T: (613) 953-6187 F: (613) 953-6310

Ron Watt, Regional Collector  
Customs, Windsor  
T: (519) 257-6314 F: (519) 257-6318

#### **Regions**

Ron Young, Director General  
Excise, Atlantic  
T: (902) 426-8356 F: (902) 426-7420

Pauline LaMothe, Regional Collector  
Customs, Central  
T: (204) 983-3758 F: (204) 983-8849

Dan Coffin, A/Regional Collector  
Customs, Atlantic  
T: (902) 426-2914 F: (902) 426-5042

Clarence Taylor, Director General  
Excise, Alberta  
T: (403) 299-3341 F: (403) 292-6970

Jacques Guèvremont, Director General  
Excise, Quebec  
T: (418) 648-2296 F: (418) 648-7170

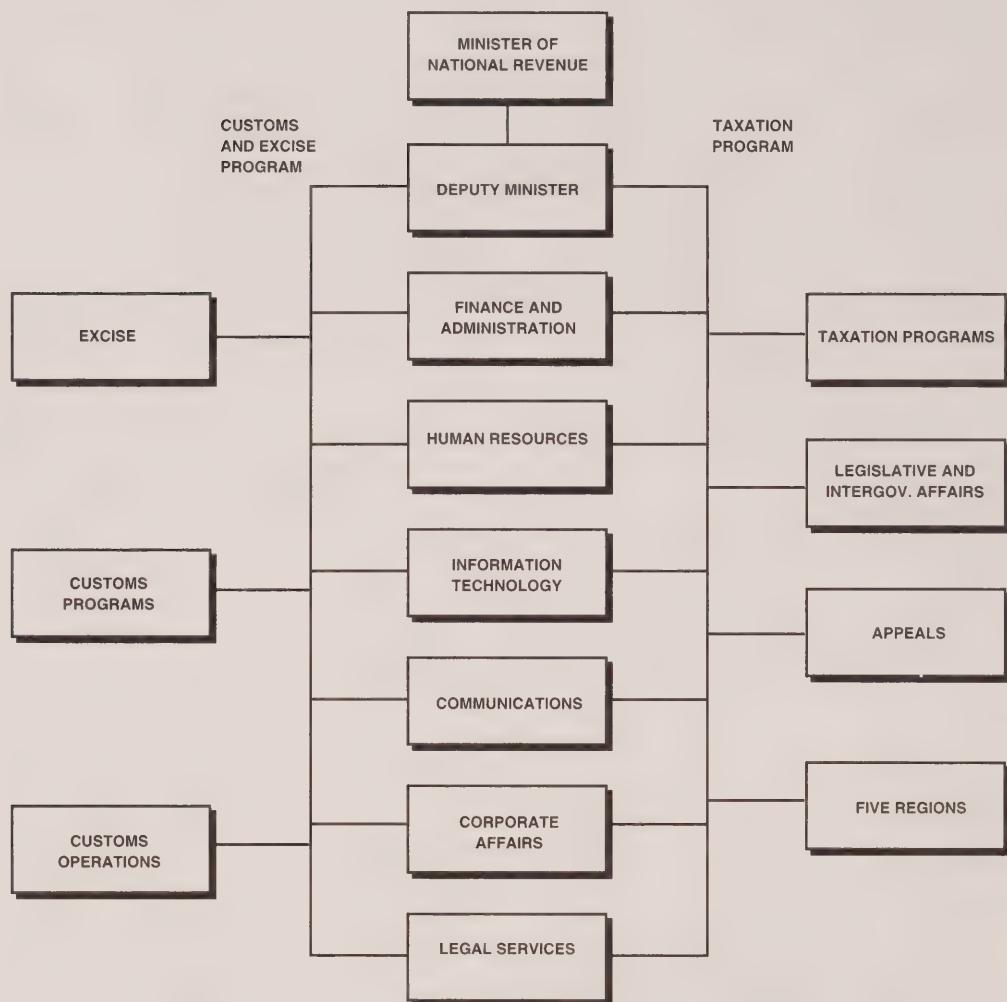
A.L. Lentz, Regional Collector  
Customs, Alberta  
T: (403) 292-4628 F: (403) 292-6392

Roger Falardeau, Regional Collector  
Customs, Quebec  
T: (418) 648-3708 F: (418) 648-4504

Barbara Keith, Director General  
Excise, Pacific  
T: (604) 775-5090 F: (604) 775-5055

Louise Thibault, Regional Collector  
Customs, Montreal  
T: (514) 283-6201 F: (514) 496-5181

André Villeneuve, Regional Collector  
Customs, Pacific  
T: (604) 666-0456 F: (604) 666-4780



## Revenue Canada

## SOLICITOR GENERAL CANADA

### ROLE AND RESPONSIBILITIES

The Solicitor General is the lead Minister for the government with respect to domestic security, policing, corrections and parole. The Ministry of the Solicitor General is comprised of the secretariat and two review agencies, the Office of the Inspector General of CSIS and the Office of the Correctional Investigator; four major agencies; and two review agencies whose work is directly related to that of the RCMP. The Deputy Solicitor General is the senior policy advisor, and directs and manages the Secretariat. Each agency head reports directly and is accountable to the Solicitor General. The components of the Ministry are unified by their specific and collective responsibilities to contribute, with their partners in criminal justice and security, to the protection of the public and to the maintenance of a just, peaceful and safe society. The four major agencies of the Ministry are: the Canadian Security Intelligence Service (CSIS); the Correctional Service of Canada (CSC); the National Parole Board (NPB); and the Royal Canadian Mounted Police (RCMP).

### FINANCIAL REQUIREMENTS OF THE PORTFOLIO (millions of dollars)

	1994-95 Estimates	1993-94 Forecast
Department	80.1	78.2
Correctional Investigator	1.3	***
CSIS	206.8	228.7
CSC	1,026.3	1,007.2
NPB	25.8	26.5
RCMP	1,196.5	1,217.9
RCMP ERC	.7	.7
RCMP PCC	3.7	3.8
 Total	 2,541.2	 2,563.0

### DEPARTMENTAL MANAGEMENT

**Jean T. Fournier**  
**Deputy Solicitor General**  
**Solicitor General Canada**  
 340 Laurier Avenue West, 13th Floor  
 Ottawa ON K1A 0P8  
 T: (613) 991-2895 F: (613) 990-8312

Mr. Fournier was appointed to his current position on April 19, 1993. His previous appointments include Executive Director of the Royal Commission on Aboriginal Peoples and Under Secretary of State, Department of the Secretary of State.

**Horst Intscher**  
**Assistant Deputy Solicitor General**  
**Solicitor General Canada**  
 340 Laurier Avenue West, 13th Floor  
 Ottawa ON K1A 0P8  
 T: (613) 991-2913 F: (613) 990-8301

Mr. Intscher was appointed Assistant Deputy Solicitor General on April 25, 1994. Prior to his current appointment, Mr. Intscher was the Assistant Deputy Minister and Ontario Representative to the Government of Canada in the Ontario Ministry of Intergovernmental Affairs, in Ottawa.

**David Peel, Inspector General**  
**Canadian Security Intelligence Service**  
340 Laurier Avenue West, 8th Floor  
Ottawa ON K1A 0P8  
T: (613) 990-3270 F: (613) 990-8303

Mr. Peel was appointed Inspector General, CSIS on April 1, 1994. Previously, Mr. Peel was with the Department of External Affairs and held positions in the political, legal, economic and intelligence areas.

**Ward Elcock, Director**  
**Canadian Security Intelligence Service**  
P.O. Box 9732, Station T  
Ottawa ON K1G 4G4  
T: (613) 782-0000 F: (613) 782-0437

Mr. Elcock was appointed Director effective May 31, 1994. Previously, he was Deputy Clerk, Security and Intelligence, and Counsel and Assistant Secretary to the Cabinet for Legislation and House Planning for the Privy Council Office.

**John Edwards, Commissioner**  
**Correctional Service of Canada**  
340 Laurier Avenue West  
Ottawa ON K1A 0P9  
T: (613) 995-5338 F: (613) 996-5049

Mr. Edwards was appointed to the position of Commissioner, Correctional Service of Canada in February 1993. Prior to this appointment, he was Manager of Public Service 2000 with the Privy Council Office.

**Willie Gibbs, Senior Deputy Commissioner**  
**Correctional Service of Canada**  
340 Laurier Avenue West  
Ottawa ON K1A 0P9  
T: (613) 947-0643 F: (613) 996-5049

Prior to becoming Senior Deputy Commissioner, Mr. Gibbs was Deputy Commissioner, Atlantic Region and Director General, Correctional Programs at National Headquarters in Ottawa.

**John Duggan**  
**Deputy Commissioner - Pacific**  
Regional Headquarters  
Correctional Service of Canada  
32315 South Fraser Way, Suite 305  
Abbotsford BC V2T 1W6  
T: (604) 854-2468 F: (604) 854-2498

Mr. Duggan was Deputy Commissioner, Prairie Region before being transferred to the Pacific Region. He also worked with Correctional Services in the Province of Ontario before joining the Correctional Service of Canada. His correctional experience spans over 30 years of service in a variety of positions in Canada and the United Kingdom.

**Pieter de Vink**  
**Deputy Commissioner - Prairies**  
Correctional Service of Canada  
2313 Hanselman Place, P.O. Box 9223  
Saskatoon SK S7K 3X5  
T: (306) 975-4841 F: (306) 975-5476

Mr. de Vink served as parole district director and a warden of maximum and medium security institutions in British Columbia for several years before becoming Assistant Deputy Commissioner of Operations in CSC's Pacific Region and then Deputy Commissioner, Prairie Region.

**Andrew Graham**  
**Deputy Commissioner - Ontario**  
Correctional Service of Canada  
P.O. Box 1174, 440 King St. West  
Kingston ON K7L 2X4  
T: (613) 545-8211 F: (613) 545-8684

Mr. Graham accepted his current position of Deputy Commissioner, Ontario in 1988 after some 14 years with the Service. He holds a Master of Arts in Political Economy.

**J.C. Perron**  
**Deputy Commissioner - Quebec**  
Correctional Service of Canada  
3 Place Laval, 2nd Floor  
Laval QC H7N 1A2  
T: (514) 967-3333 F: (514) 967-3326

Mr. Perron was appointed to his current position of Deputy Commissioner, Quebec in December 1985. He began his career in corrections in 1967 as a parole officer. Mr. Perron has a Master of Arts (Criminology).

**Rémi Gobeil**

**Deputy Commissioner - Atlantic**  
Correctional Service of Canada  
1045 Main Street, 2nd Floor  
Moncton NB E1C 1H1  
T: (506) 851-6313 F: (506) 851-6316

Mr. Gobeil was appointed to his current position of Deputy Commissioner, Atlantic in June 1992. He has been a warden of various institutions. He has a Masters degree in Educational Psychology from the University of Ottawa.

**Irving Kulik, Assistant Commissioner**  
**Correctional Programs and Operations**  
340 Laurier Avenue West  
Ottawa ON K1A 0P9  
T: (613) 995-7002 F: (613) 995-3707

Mr. Kulik is Assistant Commissioner, Correctional Programs and Operations. Prior to his current appointment, Mr. Kulik was Assistant Commissioner, Audits and Investigations. He holds a Masters degree in Criminology from the University of Ottawa.

**John Rama**  
**Assistant Commissioner, Executive Services**  
340 Laurier Avenue West  
Ottawa ON K1A 0P9  
T: (613) 992-2973 F: (613) 996-5049

Prior to his 1990 appointment as Assistant Commissioner, Executive Services, Mr. Rama was Acting Director General, Communications.

**Brendan Reynolds, Assistant Commissioner**  
**Communications and Corporate Development**  
340 Laurier Avenue West  
Ottawa ON K1A 0P9  
T: (613) 995-2792 F: (613) 947-0091

Mr. Reynolds was appointed to the position of Assistant Commissioner, Communications and Corporate Development in 1990. Prior to his appointment, he was Assistant Commissioner, Executive Services. He holds a Masters degree in Public Administration from Queen's University.

**Lucie McClung**  
**Assistant Commissioner, Corporate Review**  
340 Laurier Avenue West  
Ottawa ON K1A 0P9  
T: (613) 995-8977 F: (613) 995-1475

Ms. McClung is Assistant Commissioner, Corporate Review. She is responsible for audits, evaluations and investigations and is currently leading a task force developing proposals for organizational renewal for CSC. Ms. McClung has worked in both staff training and corporate planning.

**Dyane Dufresne**  
**Assistant Commissioner, Personnel and Training**  
340 Laurier Avenue West  
Ottawa ON K1A 0P9  
T: (613) 995-8899 F: (613) 992-9208

**Mark Zazulak**  
**Senior Legal Counsel**  
340 Laurier Avenue West  
Ottawa ON K1A 0P9  
T: (613) 995-2660 F: (613) 995-9971

**ROYAL CANADIAN MOUNTED POLICE**

**Philip Murray, Commissioner**  
1200 Vanier Parkway, Ottawa ON K1A 0R2  
T: (613) 993-0400 F: (613) 993-0309

Mr. Murray was appointed Commissioner effective June 25, 1994. Previously, he was Deputy Commissioner, Operations and Deputy Commissioner, Administration. He was formerly Commanding Officer of the "A" Division in Ottawa.

**Mireille Badour, Deputy Commissioner**  
**Corporate Management**  
1200 Vanier Parkway  
Ottawa ON K1A 0R2  
T: (613) 993-0400 F: (613) 993-0309

Mrs. Badour was appointed to the position of Deputy Commissioner, Corporate Management in 1994. From 1988 to 1993 she was an Assistant Secretary of Treasury Board, responsible for Government Operations, Defence and External Affairs and the Justice and Security Sector. From 1984 to 1988, she was the Director of the Division of External Affairs, Defence Science and Culture and Communications at Treasury Board Secretariat.

**Herman Beaulac**  
**Deputy Commissioner, Administration**  
1200 Vanier Parkway  
Ottawa ON K1A 0R2  
T: (613) 993-0400 F: (613) 993-0309

Mr. Beaulac has recently assumed the responsibilities of Deputy Commissioner Administration after having served a short term as Director of Training (May 1993 to October 1993). In 1989, he was appointed Commanding Officer, "J" Division, New Brunswick and promoted to the rank of Chief Superintendent.

**Richard Bergman, Deputy Commissioner National Support Services**  
1200 Vanier Parkway, Ottawa ON K1A 0R2  
T: (613) 993-0400 F: (613) 993-0309

Mr. Bergman was appointed to his position of Deputy Commissioner, National Support Services in 1993. Previously, he was the Commanding Officer of "D" Division in Winnipeg, Manitoba and prior to that was Director of Forensic Laboratories at Ottawa headquarters.

#### DIRECTORS GENERAL AND EQUIVALENTS

##### Solicitor General Canada

Margaret Ford, Director General  
Corporate Services  
T: (613) 990-2669 F: (613) 991-1227

David Davidson, Director General  
Communications  
T: (613) 991-2800 F: (613) 990-8290

Richard Zubrycki, Director General  
Corrections Policy and Program Analysis  
T: (613) 991-2821 F: (613) 990-8295

Michel Roy, Director General  
Aboriginal Policing Directorate  
T: (613) 993-4325 F: (613) 991-0961

Alison McPhail, Director General  
Corrections Research and Policy Development  
T: (613) 991-2826 F: (613) 990-8295

##### Correctional Service of Canada

R. G. Canart, Director General  
Information Management Services  
T: (613) 996-6569 F: (613) 995-0791

G. R. Hooper, Director General  
Corporate Management  
T: (613) 992-2872 F: (613) 996-9421

André LePage, Director General  
Finance  
T: (613) 992-0670 F: (613) 992-8443

Denis Methé, Director General  
Correctional Programs  
T: (613) 995-6547 F: (613) 996-6174

Larry Motiuk, A/Director General  
Research and Statistics  
T: (613) 995-0933 F: (613) 941-8477

Joe Price, Director General, Communications  
T: (613) 947-0739 F: (613) 947-0091

J. H. Roy, Director General, Health Care  
T: (613) 992-5713 F: (613) 995-6277

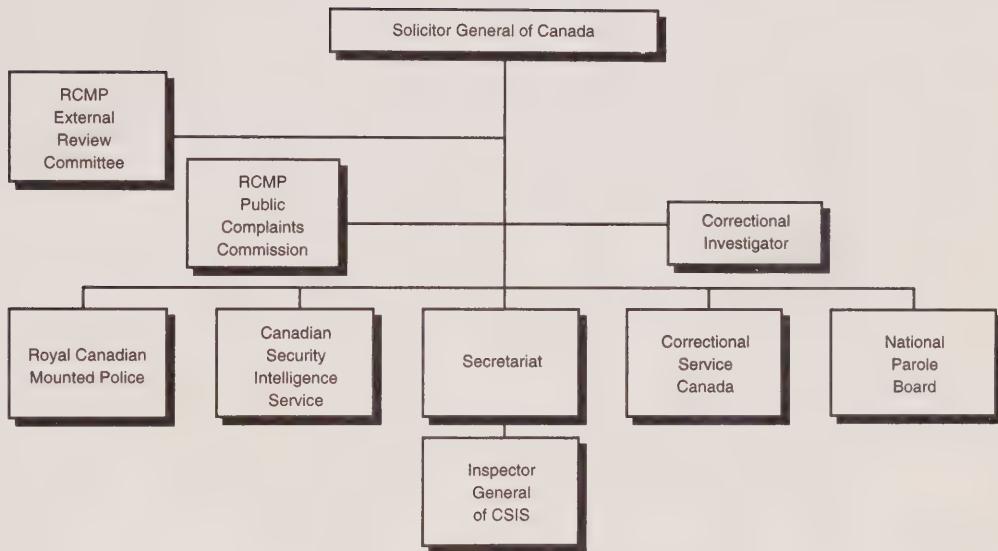
Arden Thurber, Director General  
Case Management and Community Corrections  
T: (613) 992-8396 F: (613) 995-8964

Yvan Thibeault, A/Director General  
Institutional Operations  
T: (613) 992-8383 F: (613) 943-0835

T. Townshend, CEO, CORCAN  
T: (613) 996-4530 F: (613) 996-8583

##### Canadian Security Intelligence Service

Phil Gibson, Director General  
Communications Branch  
T: (613) 782-0100 F: (613) 782-0612



### The Ministry of the Solicitor General

**TRANSPORT CANADA****ROLE AND RESPONSIBILITIES**

The Department of Transport was established in 1936 by the *Department of Transport Act* which amalgamated functions of the Department of Railways and Canals, Department of Marine and the Civil Aviation Branch of the Department of National Defence.

Federal responsibilities for transportation originated from the jurisdiction outlined in the *British North America Act*. These responsibilities have evolved to include coordination and regulation to ensure safety and efficiency in aeronautics, navigation, shipping facilities, ferries, railways and canals connecting provinces or connecting a province with any foreign country and are exercised through the Department of Transport.

Transport Canada's organization includes administrative and policy functions and four operational groups — Canadian Coast Guard, Aviation, Airports and Surface — as well as a number of Crown Corporations and agencies with varying degrees of autonomy. Some Crown corporations operate within the departmental framework while others, such as Canadian National Railway Company, are independent but report through the Minister to Parliament. The Grain Transportation Agency, Civil Aviation Tribunal and National Transportation Agency also report through or to the Minister of Transport.

**PROGRAM BY ACTIVITIES**

(thousands of dollars)

	1994-95 Estimates	1993-94 Forecast
Policy and Coordination	803,899	849,289
Canadian Coast Guard	592,950	667,601
Aviation	267,456	285,509
Airports	136,798	70,903
Surface	47,359	49,235
Departmental Administration	164,204	184,329
 Total	2,012,666	2,106,866

**DEPARTMENTAL MANAGEMENT**

**Nick Mulder, Deputy Minister**  
 Place de Ville, Ottawa ON K1A 0N5  
 T: (613) 990-4507 F: (613) 991-0851

Mr. Mulder was appointed Deputy Minister of Transport Canada effective May 9, 1994. Previously, he was Deputy Minister of Environment Canada and formerly Deputy Minister and Chairperson of the Canada Employment and Immigration Commission.

**Moya Greene, Assistant Deputy Minister**  
**Policy and Coordination**  
 Place de Ville, Ottawa ON K1A 0N5  
 T: (613) 998-1880 F: (613) 991-1440

Mrs. Greene was appointed to her current position in October 1991. In 1989, she was appointed as Director General, Policy and Program Analysis, Strategic Policy and Planning at Employment and Immigration Canada. She has also held positions with Labour Canada, the Women's Bureau, the Privy Council Office and Consumer and Corporate Affairs.

**David Wightman**  
**Assistant Deputy Minister, Aviation**  
Place de Ville, Ottawa ON K1A 0N8  
T: (613) 990-3838 F: (613) 990-2947

Mr. Wightman started his service with Transport Canada in July 1989. He joined the National Transportation Agency in 1987 to advise the Chairman on the reorganization of the Canadian Transport Commission into the new Agency. He subsequently assumed the role of Director General, Transportation Subsidies. Mr. Wightman was a former Senior Vice-President of European Helicopter Industries (Canada) Inc.

**John Thomas**  
**Assistant Deputy Minister, Marine/Commissioner, Canadian Coast Guard**  
Place de Ville, Ottawa ON K1A 0N7  
T: (613) 998-1571 F: (613) 990-2780

Mr. Thomas was appointed to his current position in May 1993. Prior to this appointment Mr. Thomas was the Assistant Commissioner, Corporate Management with the Correctional Service of Canada. In February 1987, Mr. Thomas was appointed Comptroller, Corporate and Regulatory Management with Fisheries and Oceans.

**Victor Barbeau**  
**Assistant Deputy Minister, Airports**  
Place de Ville, Ottawa ON K1A 0N8  
T: (613) 990-3001 F: (613) 998-5008

Mr. Barbeau was appointed to his present position in April 1989. Previously, he was Assistant Deputy Minister, Surface in 1985, and in June 1988 he also assumed the role of Executive Director, Airport Transfer Task Force.

**Micheline Desjardins**  
**Assistant Deputy Minister, Surface**  
Place de Ville, Ottawa ON K1A 0N5  
T: (613) 998-1879 F: (613) 990-2012

Mrs. Desjardins was appointed to her position in August 1989. Prior to joining Transport, she was Director General, Supply Operations at Supply and Services Canada. Immediately before her two years with Supply and Services, she was Director General of the Government Telecommunications Agency.

**Paul Gauvin**  
**Assistant Deputy Minister**  
**Finance and Administration**  
Place de Ville, Ottawa ON K1A 0N5  
T: (613) 991-3016 F: (613) 990-8890

Mr. Gauvin joined Transport Canada in April 1992. From 1968, he held positions of increasing responsibility both in New Brunswick and the National Capital Region in the departments of Communications, Employment and Immigration, Treasury Board and as the Senior Vice President, Corporate Policy, Planning and Programs, Atlantic Canada Opportunities Agency.

**Claude Bernier**  
**Assistant Deputy Minister, Personnel**  
Place de Ville, Ottawa ON K1A 0N5  
T: (613) 991-6565 F: (613) 991-0426

Mrs. Bernier was appointed to her present position in January 1989. Prior to this she was the Director General, Personnel and Administration Branch at the Canadian International Development Agency. Formerly, she was the Director of Personnel for the Department of Consumer and Corporate Affairs.

**David Bell**  
**Assistant Deputy Minister, Review**  
Place de Ville, Ottawa ON K1A 0N5  
T: (613) 993-4465 F: (613) 954-1993

Dr. Bell was appointed to his present position in August 1991. Prior to this, he was the Executive Director of the Inquiries Secretariat. He also held various other positions within Transport Canada including Director General, Public Affairs, Director of the Program Evaluation Branch and Chief, Rail Passenger Policy.

**DIRECTORS GENERAL AND EQUIVALENTS**

**Policy and Coordination**

M. Brennan, Associate Assistant Deputy Minister  
Policy and Coordination  
T: (613) 991-6448 F: (613) 991-1440

T. Rudback, Director General  
Economic Analysis  
T: (613) 998-0684 F: (613) 957-3280

E. Cherrett, Director General  
Coordination  
T: (613) 991-6500 F: (613) 991-6422

**Marine**

M.A.H. Turner, Deputy Commissioner  
Coast Guard  
T: (613) 998-1570 F: (613) 990-2780

R. Kingston, Director General  
Marine Navigation Services - Coast Guard  
T: (613) 990-5608 F: (613) 991-4982

M.J. Hubbard, Director General  
Ship Safety - Coast Guard  
T: (613) 998-0610 F: (613) 954-1032

J.E. Clavelle, Director General  
Fleet Systems  
T: (613) 998-1637 F: (613) 995-4700

N. Tiessen, Director General  
Policy, Planning and Resource Management  
T: (613) 998-1439 F: (613) 990-3480

A. Pageot, Director General  
Maritime Policies and Programs  
T: (613) 998-1843 F: (613) 998-1845

D.N. Mornson, Director General  
Harbours and Ports  
T: (613) 990-3014 F: (613) 954-0838

L. Humphries, Regional Director General  
Coast Guard - Newfoundland Region  
T: (709) 772-5150 F: (709) 772-4194

K.C. Curren, Regional Director General  
Coast Guard - Maritime Region  
T: (902) 426-3907 F: (902) 426-4312

P.F. Boisvert, Regional Director General  
Coast Guard - Laurentian Region  
T: (416) 648-4158 F: (418) 648-4758

D. McMinn, Regional Director General  
Coast Guard - Central Region  
T: (519) 383-1800 F: (519) 383-1998

Captain W. Dancer, Regional Director General  
Coast Guard - Western Region  
T: (604) 631-3702 F: (604) 631-3704

Captain D. H. Johns, Director General  
Coast Guard - Northern  
T: (613) 998-6569 F: (613) 995-4700

**Aviation**

F. Mousseau, Director General  
Policy Planning and Resource Management  
T: (613) 990-3797 F: (613) 990-5058

J.P. Stewart, Director General  
Systems Safety, Aviation  
T: (613) 993-6785 F: (613) 990-1301

G. Rodrigue, Director General  
Air Navigation Systems  
T: (613) 990-3896 F: (613) 990-5144

L. Ranger, Director General  
Air Policy and Programs  
T: (613) 993-0054 F: (613) 991-6445

R.F. North, A Executive Director  
Technical Services  
T: (613) 991-6151 F: (613) 954-4677

D.D. Spruston, Director General  
Aviation Regulation  
T: (613) 990-1322 F: (613) 957-4208

R.D. Armstrong, Director General  
Aircraft Services  
T: (613) 998-3316 F: (613) 991-0365

R.W. Corkett, Regional Director General  
Aviation, Atlantic Region  
T: (506) 851-7220 F: (506) 851-7119

D.A. Perez, Regional Director General  
Aviation, Quebec Region  
T: (514) 633-3030 F: (514) 633-3052

R.I. Coulas, Regional Director General  
Aviation, Ontario Region  
T: (416) 224-3472 F: (416) 224-3548

F.M. Murphy, Regional Director General  
Aviation, Central Region  
T: (204) 983-4333 F: (204) 983-0281

D.J. Douglas, Regional Director General  
Aviation, Western Region  
T: (403) 495-2509 F: (403) 495-4918

M. Matthews, Regional Director General  
Aviation, Pacific Region  
T: (604) 666-5851 F: (604) 666-1175

### Airports

I. Henderson, Director General  
Airports Resource Management  
T: (613) 990-1416 F: (613) 957-4261

S. Tining, Director General  
Commercial Development and Marketing  
T: (613) 998-5152 F: (613) 990-8889

Marvin Ringham, A/Director General  
Safety and Technical Services  
T: (613) 990-1424 F: (613) 957-4260

M.E. Farquhar, Director General  
Corporate Planning/Airport Transfers  
T: (613) 998-2956 F: (613) 998-2960

G.P. Berigan, Regional Director General  
Airports Group, Atlantic Region  
T: (506) 851-7315 F: (506) 851-7542

J. Shrierves, Airport General Manager  
Halifax International Airport  
T: (902) 873-1200 F: (902) 873-1258

S. Lessard, Acting Regional Director General  
Montreal International Airport  
T: 514-633-3254 F: 514-633-3250

D. MacLean, Regional Director General  
Airports Group, Ontario Region  
T: (416) 224-3197 F: (416) 224-3511

Dr. L.A. McCoomb, General Manager  
Lester B. Pearson International Airport  
T: (905) 676-3010 F: (905) 676-3555

H.M.A. McKiernan, Airport General Manager  
Macdonald-Cartier International Airport  
T: (613) 998-8819 F: (613) 954-2136

H.J. Bell , Regional Director General  
Airports Group, Central Region  
T: (204) 983-4358 F: (204) 983-5048

C.C. Tackaberry, Regional Director General  
Airports Group, Western Region  
T: (403) 495-3831 F: (403) 495-4748

F.L. Bishop, Airport General Manager  
Winnipeg International Airport  
T: (204) 983-8401 F: (204) 983-8052

J.M. Duncan, Regional Director General  
Airports Group, Pacific Region  
T: (604) 666-5849 F: (604) 666-2961

### Surface

R.R. Mayes, Director General  
Surface Policy and Programs  
T: (613) 998-2689 F: (613) 998-2686

C. Churcher, Director General, Railway Safety  
T: (613) 998-2984 F: (613) 990-7767

Dr. J.A. Read, Director General  
Transport of Dangerous Goods  
T: (613) 990-1147 F: (613) 993-5925

S.C. Wilson, Director General  
Road Safety and Motor Vehicle Regulations  
T: (613) 993-7535 F: (613) 998-4831

### Finance and Administration

W.A. Freeman, Acting Director General  
Corporate Services Administration  
T: (613) 993-4007 F: (613) 990-2469

D. Dickson, Director General  
Financial Policy & Operations  
T: (613) 998-6522 F: (613) 990-2765

W. Beazley , Director General  
Integrated Departmental Finance and  
Material Management System (IDFS)  
T: (613) 990-0452 F: (613) 990-2118

## The New Face of Government

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J.A.A. Lovink, Director General  
Economic Evaluation and Cost Recovery  
T: (613) 990-3846 F: (613) 990-6009

Bob Russell, Director General  
Information Management Services  
T: (613) 998-7800 F: (613) 990-8247

J. Lynes, Director General  
Financial Management  
T: (613) 993-5660 F: (613) 991-4410

A. Pokotylo, Director General,  
Research and Development  
T: (613) 991-6029 F: (613) 991-6045

### **Review**

J. Fisher, Director General  
Program Evaluation  
T: (613) 990-1203 F: (613) 990-1198

Jean-Daniel Wagner, Director General  
Internal Audit and Review  
T: (613) 998-6466 F: (613) 954-1993

### **Personnel**

J.C. Read, Director General  
Personnel Policy and Planning  
T: (613) 991-6252 F: (613) 991-4894

J.G. Gauthier, Director General  
Personnel Operations  
T: (613) 991-6315 F: (613) 991-0722

Daniel Paris, Director General  
Staff Relations and Compensation  
T: (613) 991-6287 F: (613) 998-4065

F. Boire-Carrière, A/Director General  
Training  
T: (613) 990-3137 F: (613) 993-6125

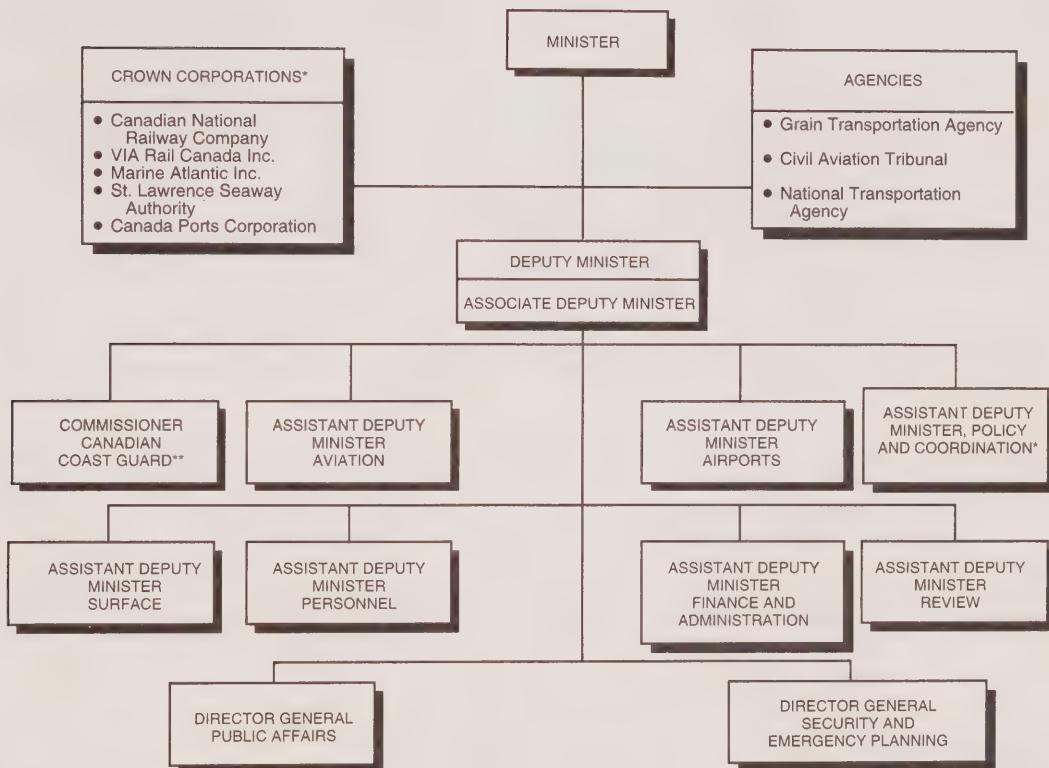
A.M. Fracassi, Chief Executive Officer  
Transport Canada Training Institute  
T: (613) 936-5058 F: (613) 936-5044

### **Security and Emergency Planning**

J. Rodocanachi, Director General  
T: (613) 990-3651 F: (613) 996-6381

### **Public Affairs**

R. Barrett, Director General  
T: (613) 990-6138 F: (613) 995-0351



## Transport Canada

**TREASURY BOARD SECRETARIAT****ROLES AND RESPONSIBILITIES**

The Treasury Board is a committee of the Queen's Privy Council for Canada. The Board consists of the President of the Treasury Board, the Minister of Finance and four other ministers who are nominated by the Governor in Council.

The Treasury Board Secretariat is headed by the Secretary-Comptroller General, who reports to the President of the Treasury Board.

The Treasury Board Secretariat is the administrative arm of the Treasury Board. The Secretariat operates under the broad authority of Sections 5-13 of the *Financial Administration Act*, as well as other Acts, and supports the Treasury Board as the general manager and employer of the Public Service. The Secretariat is responsible for recommending and providing advice to the Treasury Board on policies, directives, regulations and program expenditure proposals in respect of the management of the government's financial, human and materiel resources and is concerned with initiatives, issues and activities that can cut across all policy sectors of the government.

**PROGRAM BY ACTIVITIES**

(thousands of dollars)

	1994-95 Estimates	1993-94 Forecast
Expenditure Management	16,157	11,577
Personnel Management	26,784	30,527
Administrative Management	12,785	10,932
Information Management, Systems and Technology	10,950	***
Administration	20,090	18,646
 Total	 86,766	 71,682

**DEPARTMENTAL MANAGEMENT**

**Robert Giroux, Secretary**  
L'Esplanade Laurier  
140 O'Connor Street, 9th Floor  
Ottawa ON K1A 0R5  
T: (613) 993-5215 F: (613) 998-9071

Mr. Giroux was appointed Secretary effective May 9, 1994. From 1990 until his current appointment, he was president of the Public Service Commission. He was formerly Deputy Minister of Public Works and Revenue Canada Customs and Excise.

**Andy Macdonald, Chief Informatics Officer**  
L'Esplanade Laurier  
West Tower, 9th Floor  
300 Laurier Avenue West  
Ottawa ON K1A 1E4  
T: (613) 957-7070 F: (613) 952-8536

Mr. Macdonald is Chief Informatics Officer (CIO) and is responsible for information management, systems and technology for the Government of Canada. Previously, Mr. Macdonald was the Comptroller General for Canada.

**Jean-Guy Fleury**

**Deputy Secretary, Human Resources Branch**  
L'Esplanade Laurier, West Tower, 9th Floor  
300 Laurier Avenue W., Ottawa ON K1A 1E4  
T: (613) 952-3012 F: (613) 954-1018

Mr. Fleury is Deputy Secretary, Human Resources Branch. Prior to his current appointment in 1992, he served as Assistant Secretary, Staff Relations for the Treasury Board Secretariat.

**Richard Paton, Deputy Secretary**

**Administrative Policy Branch**  
L'Esplanade Laurier, 140 O'Connor Street  
Ottawa ON K1A 0R5  
T: (613) 957-2469 F: (613) 952-1381

Mr. Paton is Deputy Secretary, Administrative Policy Branch. Previously, he was Assistant Secretary of the Administrative Management Division and was the Executive Director of the Implementation Team for the Canadian Centre for Management Development.

**Madeleine Ouellet**

**Deputy Secretary, Official Languages**  
L'Esplanade Laurier, 140 O'Connor Street  
Ottawa ON K1A 0R5  
T: (613) 952-2852 F: (613) 952-2862

Ms. Ouellet was appointed Deputy Secretary, Official Languages in 1990. Her prior positions include Director General, Management Category Programs at the Public Service Commission and Director General for coordination and policies at Environment Canada.

**SENIOR OFFICIALS**

**Program Branch**

David Good, Assistant Secretary  
Expenditure Management Sector  
T: (613) 957-2612 F: (613) 952-1973

Paul Thibault, Assistant Secretary  
Government Operations, Foreign, Defence and Immigration Sector  
T: (613) 957-0531 F: (613) 957-0525

Eileen Sarker, Assistant Secretary  
Social and Cultural Programs Sector  
T: (613) 957-2609 F: (613) 952-6785

Sid Gershberg, Assistant Secretary  
Economic Programs Sector  
T: (613) 957-0510 F: (613) 957-0557

David Watters, Assistant Secretary  
Crown Corporations and Privatization Sector  
T: (613) 957-0124 F: (613) 957-0151

Jim McCrindell, Assistant Secretary  
and Deputy Comptroller General  
T: (613) 957-9646 F: (613) 952-9613

**Human Resources Policy Branch**

Lise Ouimet, Assistant Secretary  
Classification and Equal Pay  
T: (613) 952-3150 F: (613) 954-0909

Alan Cobb, Assistant Secretary  
Staff Relations  
T: (613) 952-3000 F: (613) 957-4190

Ric Cameron, Assistant Secretary  
Human Resources Development  
T: (613) 952-5726 F: (613) 957-0425

**Administrative Policy Branch**

David Brown, Executive Director  
Accountability and Policy Review  
T: (613) 952-3125 F: (613) 952-3247

Alan Winberg, Executive Director  
Government Review  
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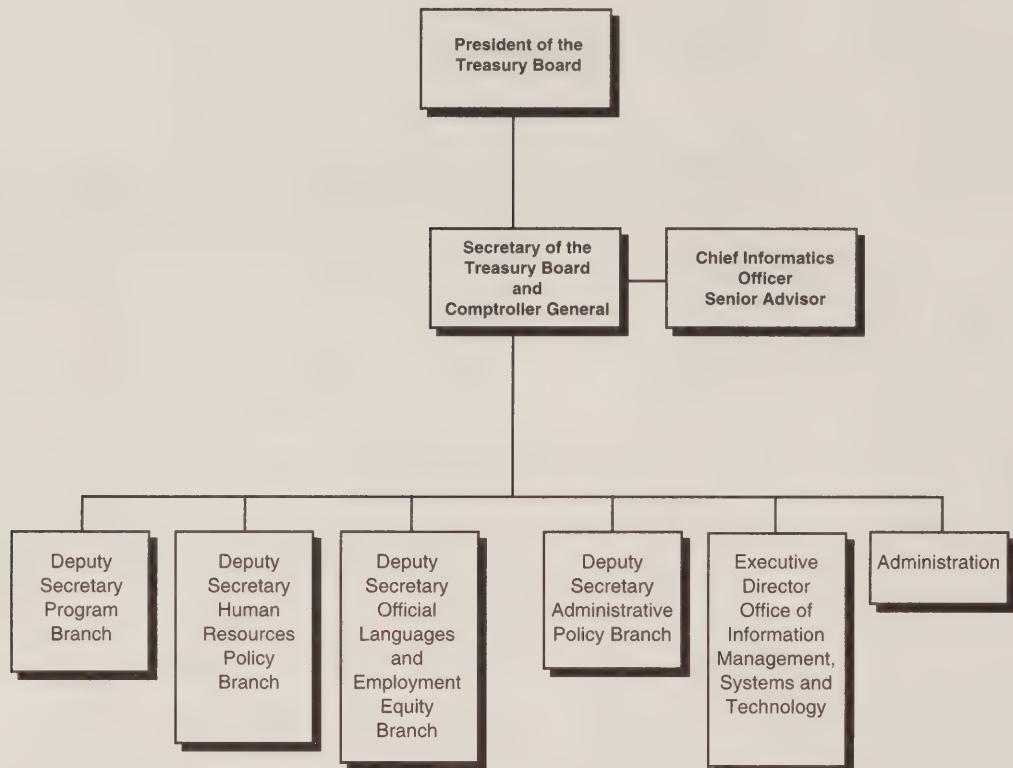
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## Treasury Board of Canada Secretariat

## **SECTION II**

### **THE HOUSE OF COMMONS**



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Vice-Chairmen:	Rey Pagtakhan	Pauline Picard	
Members:	Margaret Bridgman Keith Martin Paul Szabo	Pierre de Savoye Bernard Patry Rose-Marie Ur	Hedy Fry Andy Scott

Associate Members:	Grant Hill Audrey McLaughlin	Madeleine Dalphond-Guiral John Murphy
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Members:	Hedy Fry	Grant Hill

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Associate Members:	Chris Axworthy		
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**Human Rights and the Status of Disabled Persons**

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Vice-Chairmen:	Réal Ménard		
Members:	Maurice Godin		
	Ian McClelland		
	Andrew Telegdi		
Associate Members:	Jean Landry		

**Industry**

Chairman:	David Berger	Paul Zed Paul Crête Tony Ianno Carolyn Parrish Georgette Sheridan Vic Althouse Walt Lastewka Alex Shepherd Ted White	Nick Discepola David Iftody Gaston Péloquin Darrel Stinson Ivan Grouse Andy Mitchell Andrew Telegdi
Vice-Chairmen:	Yves Rocheleau		
Members:	Peter Adams		
	Hugh Hanrahan		
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	Werner Schmidt		
Associate Members:	Reg Alcock		
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	John Murphy		
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	Paul Forseth		
	Val Meredith		
	Myron Thompson		
Associate Members:	Chris Axworthy		
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**Sub Committee on Budget**

Chairman:	Jim Peterson		
Members:	Richard Bélisle William Rompkey	Judy Bethel	Peter Milliken

**National Defence and Veterans' Affairs**

Chairman:	William Rompkey		
Vice-Chairmen:	Jean-Marc Jacob	George Proud	
Members:	Robert Bertrand Bonnie Hickey Fred Mifflin	Jack Frazer Leonard Hopkins John Richardson	Jim Hart Réal Ménard
Associate Members:	Bill Blaikie Laurent Lavigne Ray Speaker	Paul Forseth Bob Ringma Myron Thompson	Ivan Grose Svend Robinson

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Chairman:	Stan Keyes		
Vice-Chairmen:	Joe Comuzzi	Michel Guimond	
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Government Services

Gilles Duceppe, Whip

## The New Face of Government

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Deborah Grey Caucus Chairman		
Werner Schmidt Caucus Cluster Coordinator Economic Affairs	Nelson Riis, House Leader and Deputy Leader in House Finance National Revenue International Financial Institutions	
Bob Mills Caucus Cluster Coordinator Foreign Affairs		
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Grant Hill Caucus Cluster Coordinator Social Affairs	Simon de Jong Canadian Heritage Infrastructure Citizenship & Immigration Public Works & Government Services	
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Chuck Strahl Deputy Caucus Coordinator	Svend Robinson Foreign Affairs National Defence Human Rights	
Ed Harper Deputy House Leader		
Elwin Hermanson House Leader	John Solomon Natural Resources Fisheries and Oceans Treasury Board Public Service Renewal	

## **SECTION III**

### **SUPPLEMENTARY INFORMATION**

**HOUSE OF COMMONS CALENDAR  
1994**  
**CALENDRIER DE LA CHAMBRE DES COMMUNES**

Standing Orders 24(1) and 28							Articles 24(1) et 28 du Règlement						
JAN.		JANV.		FEB.		FÉV.		MAR.		MARS			
S	M	T	W	T	F	S	S	M	T	W	T	F	S
D	L	M	M	J	V	S	D	L	M	M	J	V	S
						1			1	2	3	4	5
2	3	4	5	6	7	8	6	7	8	9	10	11	12
9	10	11	12	13	14	15	13	14	15	16	17	18	19
16	17	18	19	20	21	22	20	21	22	23	24	25	26
23	24	25	26	27	28	29	27	28					
30	31												
APRIL		AVR.		MAY		MAI		JUNE		JUIN			
S	M	T	W	T	F	S	S	M	T	W	T	F	S
D	L	M	M	J	V	S	D	L	M	M	J	V	S
				1	2		1	2	3	4	5	6	7
3	4	5	6	7	8	9	8	9	10	11	12	13	14
10	11	12	13	14	15	16	15	16	17	18	19	20	21
17	18	19	20	21	22	23	22	23	24	25	26	27	28
24	25	26	27	28	29	30	29	30	31				
JULY		JUIL.		AUG.		AOÛT		SEPT.		SEPT.			
S	M	T	W	T	F	S	S	M	T	W	T	F	S
D	L	M	M	J	V	S	D	L	M	M	J	V	S
				1	2		1	2	3	4	5	6	
3	4	5	6	7	8	9	7	8	9	10	11	12	13
10	11	12	13	14	15	16	14	15	16	17	18	19	20
17	18	19	20	21	22	23	21	22	23	24	25	26	27
24	25	26	27	28	29	30	28	29	30	31			
OCT.		OCT.		NOV.		NOV.		DEC.		DÉC.			
S	M	T	W	T	F	S	S	M	T	W	T	F	S
D	L	M	M	J	V	S	D	L	M	M	J	V	S
				1			1	2	3	4	5		
2	3	4	5	6	7	8	6	7	8	9	10	11	12
9	10	11	12	13	14	15	13	14	15	16	17	18	19
16	17	18	19	20	21	22	20	21	22	23	24	25	26
23	24	25	26	27	28	29	27	28	29	30			
30	31												

\* Possible extension of sittings (S.O. 27(1))

Note: Colored area indicates a sitting day.

\* Possibilité de prolongation des séances (Art. 27(1) du Règlement)

Nota: La surface de couleur indique les jours de séance.

Projected number of Sitting Days : 133  
 Nombre de jours de séance prévus

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 Bethel, Ms. Judy  
 Breitkreuz, Mr. Cliff  
 Brown, Ms. Jan  
 Chatters, Mr. David  
 Epp, Mr. Ken  
 Grey, Miss Deborah  
 Hanger, Mr. Art  
 Hanrahan, Mr. Hugh  
 Harper, Mr. Stephen  
 Hill, Dr. Grant  
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 Loney, Mr. John  
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 McLellan, The Hon. Anne  
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